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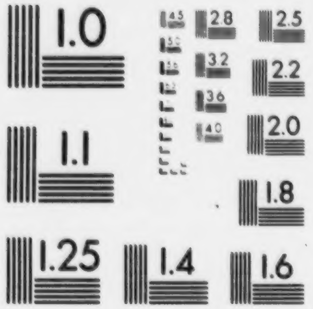

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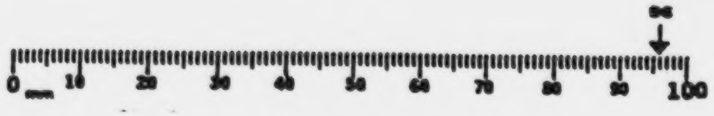

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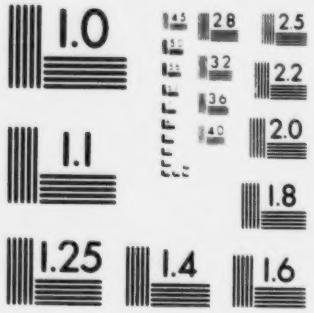

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PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

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Rights, Choices and Security for all British Columbians

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Mission

The mission of the Public Guardian and Trustee is to promote and uphold the legal interests and safeguard the financial and personal interests of children and adults and administer the estates of deceased and missing persons.

PUBLIC GUARDIAN
AND TRUSTEE OF
BRITISH COLUMBIA

TRANSMITTAL TO THE ATTORNEY GENERAL

September 28, 2002

The Honourable Geoff Plant
Attorney General
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Attorney General:

Pursuant to section 25 of the *Public Guardian and Trustee Act*, I have the honour of presenting the Annual Report of the Public Guardian and Trustee of British Columbia.

This report covers the period April 1, 2001 to March 31, 2002.

Regards,

Jay Chalke

Public Guardian and Trustee

MESSAGE FROM THE PUBLIC GUARDIAN AND TRUSTEE

2001-2002 was a year of continued progress and client service improvement for the Public Guardian and Trustee of British Columbia. In our second year of delivering service under our new statutory framework, we focused on creating a more open and transparent environment in order to be more accountable to our clients, their families and the public. We improved service to our clients by concentrating on quality client-centred service, leadership in policy issues affecting our clients, improving our organizational capacity, program independence and empowering our employees.

In last year's report, we published our performance plan which was developed as part of our legislative commitment to transparency and expanded public accountability under the new *Public Guardian and Trustee Act*. The goals, objectives and performance targets set out in the plan covered the broad range of services we delivered. I am pleased to be able to report on our successes in meeting almost every one of these targets.

Our commitment to transparency goes further; our organization is unique in being the only public organization in British Columbia to have annual performance reports reviewed by the Auditor General under law. In this regard, the statutory accountability of the Public Guardian and Trustee is the most rigorous of any public body in British Columbia and the most rigorous of any Public Guardian or Public Trustee in Canada. Included in this report, you will find our Performance Report and the Auditor General's Statement on that report, as well as the Audited Financial Statements for both our Operating Account and the Estates and Trust under our stewardship.

"Moving to an organizational performance culture has sharpened our focus on customer service."

Moving to an organizational performance culture has sharpened our focus on customer service. It demands that we be a flexible organization - explicitly establishing agreed upon goals can require ongoing reallocation of resources to meet these targets. With a year's experience, we now have greater insight into the art and science of performance target development and managing for performance results.

The Public Guardian and Trustee has, for decades, faced a tremendous workload. In managing this challenge, our staff continue to be our greatest asset. The consistent high level of service that our employees provide is a tribute to their professionalism and dedication. I thank them for their commitment and acknowledge them for facing the demands of change with a positive outlook. Despite working in an uncertain environment of ongoing public sector transformation, staff have continued to provide the excellent service that is becoming a hallmark of our office. Significant progress was made in reducing several historic backlogs. I am particularly pleased to report that our service turnaround in four areas - decisions on children's trust disbursements, children's litigation settlement reviews, passing of accounts of private committees and the transfer of assets of former adult clients - is now faster than ever.

A number of legal advocacy initiatives were accomplished this year and more remain ongoing. We are continuing to pursue the litigation we commenced on behalf of a number of clients sterilized under the authority of the British Columbia Board of Eugenics between 1933 and 1972. We have submitted a report to the Attorney General on how the *Class Proceedings Act* impacts children and adults who require assistance in protecting their legal rights, and have continued to take a number of creative steps to ensure that persons under legal disability who are involved in class action law suits are apprised of their legal rights and receive compensation to which they are entitled. I am proud of our ground-breaking work in this area.

Our new Investment Advisory Committee provided us with assistance and direction in developing and implementing new strategic investment policies. Their expertise and advice enabled us to create a more progressive approach to investing that will particularly benefit our long term clients. The modernized investment provisions in the new *Public Guardian and Trustee Act* enabled us to prudently invest for our clients in new ways. As a result, we were able to create a new Balanced Growth Fund. This has completed our "family" of Public Guardian and Trustee funds. We developed over 600 new individualized client investment plans this year - a significant achievement.

Throughout the year, our Advisory Board provided advice and recommendations on the strategic direction, functions and effectiveness of our services. I would like to thank each of the members for their assistance as we continued with the formalized strategic planning process this year. Their collective experience was especially beneficial to us in light of the stringent accountability requirements set out in the new legislation.

I would also like to acknowledge the contribution of the many private sector partners who provide service to the Public Guardian and Trustee and our clients. Their expertise in fields such as investment, medicine, law, social work, tax and property management is a real benefit to our clients. In particular, I would like to recognize Mr. Mark Horne, former County Official Administrator and subsequently Deputy Official Administrator for Vancouver Island, who served in this role up until March 2002, and did so with distinction.

We continued to work closely throughout the year with communities across the province seeking to improve support and assistance for adults who may be abused or neglected, and to prevent such abuse from occurring in the first place. We hosted the first provincial conference of Community Response Networks made up of service providers, abuse prevention experts and advocates, caregivers and family members. The commitment and spirit of volunteerism displayed at the conference and throughout the year was inspiring.

The Public Guardian and Trustee, like other organizations, is being reviewed as part of the provincial government's Core Services Review. The issues of public transparency and our office's role in protecting our clients' rights and interests are key for our organization. Too often the mandate and service quality of small and relatively low profile organizations such as ours do not receive the attention in the public discourse that they deserve. While this is a challenging time, it also affords all of us the opportunity to ensure that the mandate and service levels of the Public Guardian and Trustee accurately reflect the current wishes of society. Updates will be posted on our web site following the completion of this review.

The past year has been enormously demanding on a great many levels. I am very proud of how our staff have met - in fact embraced - these multi-faceted challenges. Together we continue to deliver and improve a vital and vibrant service for British Columbians.

Jay Chalke

Public Guardian and Trustee

2001/2002 KEY ACHIEVEMENTS

- Our services to children involved in litigation were enhanced by eliminating a backlog in the review of proposed lawsuit settlements. Our new service standard represents an improved level of service and provides litigants, their legal counsel and the Court with the Public Guardian and Trustee's position in a timely manner.

- We improved our shared guardianship with the Ministry of Child and Family Development (MCFD) of children in care by streamlining notification to us of our appointment. Children in care, for whom the Public Guardian and Trustee is Guardian of Estate, can now be served more promptly.

- Individualized investment plans for 97% of child and adult clients with financial assets over $100,000 were developed as we implemented new prudent investment opportunities provided for under the *Public Guardian and Trustee Act.*

- The first edition of Staying in Touch, our annual client focused newsletter was distributed to all of our adult clients. The newsletter was well received by clients and their families, and is now available in electronic format on our web site.

- Asset management services to our clients were improved as a result of streamlining warehouse and investigation services. This included a warehouse operational review, reconciliation of client effects and a more effective team structure.

- Individualized case plans were developed for 98% of our clients for whom the Public Guardian and Trustee is Committee of Person under the *Patients Property Act.* The development of these plans is important to holistically and proactively address client needs.

- The speed of our services to the executors and administrators of former Committee of Estate clients improved through a backlog reduction project carried out by our Estate Liaison Team.

- The Public Guardian and Trustee hosted the first Community Response Network Conference for 300 participants from around British Columbia. The conference offered workshops on abuse prevention, community abuse response and the provision of support and assistance for adults vulnerable to abuse and neglect.

- Our staff contributed to the development of a new Representation Agreement Regulation that was enacted by the government in August, 2001. The regulation implements the amendments to the *Representation Agreement Act* set out in the *Adult Guardianship Statutes Amendment Act, 2001*.

- Services to clients of private committees were improved through an amendment to the *Patients Property Act* providing for a flexible account passing cycle rather than the old fixed two year process. This will permit the Public Guardian and Trustee to focus support to the private committees who need assistance and eliminate unnecessary involvement.

- We planned and completed the transfer of the estate administration function for the Vancouver Island Region from the Deputy Official Administrator in Victoria to the Public Guardian and Trustee.

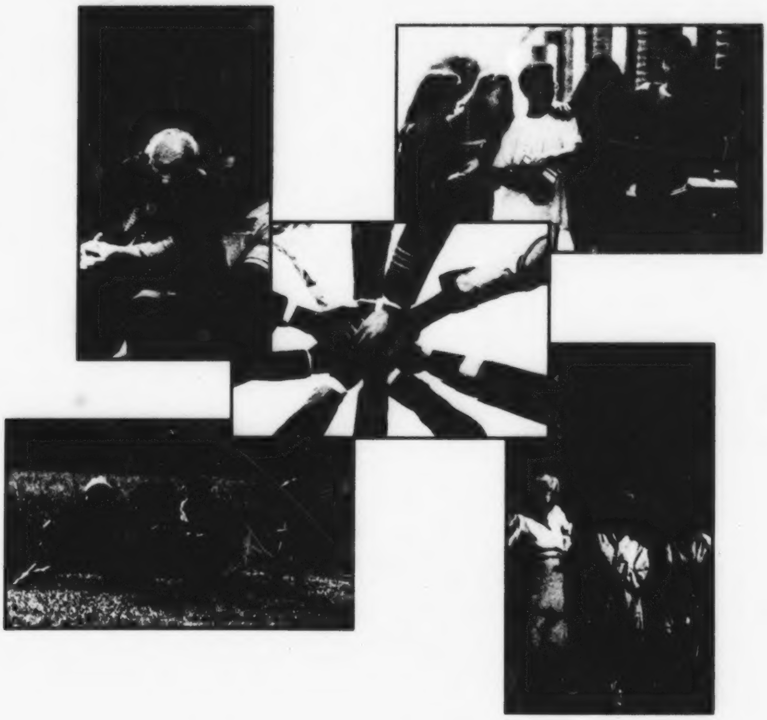
- 30 young adults attending post-secondary education received bursaries from the Public Guardian and Trustee Educational Assistance Fund. The Public Guardian and Trustee is trustee of the fund established in 1989. The recipients are all former children in continuing custody of the province. They are pursuing education in a wide variety of careers from vocational courses to masters and doctoral degrees.

- Public confidence in the integrity of our financial reporting was supported as the Public Guardian and Trustee successfully underwent a full financial audit by the Auditor General as now required by the *Public Guardian and Trustee Act*.

Values

Six major values underpin the work of the Public Guardian and Trustee:

- **client-centred service**
- **respect**
- **innovation**
- **teamwork**
- **openness**
- **staff support**



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2001/2002
PERFORMANCE REPORT

ACCOUNTABILITY STATEMENT

The 2001/2002 Public Guardian and Trustee Performance Report was prepared under my direction in accordance with section 25(3)(c) of the *Public Guardian and Trustee Act*. I am accountable for the basis on which the report has been prepared.

Jay Chalke
Public Guardian and Trustee

September 11, 2002

Report of the Auditor General of British Columbia

To the Attorney General, Province of British Columbia, and

To the Members of the Legislative Assembly of British Columbia:

Under section 25 of the Public Guardian and Trustee Act (the Act), the *Public Guardian and Trustee of British Columbia* (the PGT) is to provide a statement of the extent to which his office has met the performance targets and other objectives established in his service delivery plan for the year ending March 31, 2002. Under section 26 of the Act, I have responsibility to report on the PGT's statement. Performance reporting standards for public organizations are still in their infancy. Also, the requirement for the PGT to publicly report performance is new, and it will take time and considerable effort to develop the infrastructure and capacity necessary to fully address all principles of good performance reporting. As a result of these factors, I am discharging my responsibility by reporting on the PGT's stage of development in incorporating seven key principles of good public performance reporting in his 2001/02 Performance Report. The seven principles were developed by CCAF, a national, non-profit research and education foundation. A public report that fully incorporates these principles will depict performance comprehensively. The principles are detailed in the body of this report.

The conclusions in my report are based on the procedures that I determined to be necessary for the collection of sufficient, appropriate evidence in order to obtain a high, though not absolute, level of assurance as to the PGT's stage of development in incorporating seven principles of good public performance reporting. Readers are cautioned that I did not specifically test the accuracy of the data contained in the PGT's report, and consequently I do not offer assurance on the accuracy of the information reported. Also, there are inherent limitations to the assurance that can be provided with respect to certain assertions made by management, such as whether or not the level of performance attained is satisfactory. Consequently, I offer no conclusions regarding the reliability of these assertions.

I conducted my examination in accordance with Canadian standards for assurance engagements and accordingly included such tests and procedures as I considered necessary in the circumstances. As yet there are no generally accepted principles in Canada or internationally for the preparation and periodic reporting of performance information by government organizations. Accordingly, I have used seven key principles of good public performance reporting, as described below, that I believe represent emerging best practice.

Overall Conclusion

In my opinion, the PGT's stage of development in incorporating seven key principles of good public performance reporting for the year ended March 31, 2002, is reflected in this table and the discussion following:

	Reporting Principles						
STAGE OF DEVELOPMENT	1 Reliable, Fair & Timely	2 Few Critical Aspects	3 Linking Goals & Achievements	4 Link Resources & Results	5 Capacity, Risk & Other Factors	6 Comparative Information	7 Key Reporting Judgments
Fully incorporated							
Fundamentals in place	●				●		●
In process		●	●	●			
Start-up phase						●	

. . . 2

I believe the PGT's report demonstrates good progress in measuring and reporting the PGT's performance, although it does not yet represent a comprehensive depiction of performance. Further efforts will be needed to ensure all seven principles are fully incorporated. I hope to see continued progress in all areas in next year's report. In subsequent years, as reporting standards evolve, I intend to change the scope of my examination in order to provide assurance regarding the fair and reliable presentation of performance in accordance with generally accepted principles of good performance reporting.

Detailed Observations

The seven principles of good public performance reporting applied in my examination were developed by CCAF. CCAF is currently engaged in the development of Guiding Principles for Public Performance Reporting, in consultation with legislators, senior government managers, and legislative auditors from the federal and provincial governments. The seven principles, outlined below, represent the progress of this work as of July 2002.

My Office defined four stages of development, and established criteria for each of the seven principles. In general, the stages of development are:

Start-Up Phase	Most criteria have not yet been met
In Process	Many criteria have not been met, but progress is being made
Fundamentals In Place	Most significant criteria have been met, but further improvements are needed.
Fully Incorporated	All criteria have been substantially met.

A "Fundamentals In Place" assessment for all seven principles represents the standard I believe is necessary for a report to be ready for my Office to provide assurance regarding the fair and reliable presentation of performance. While not essential for understanding this report, detailed information concerning the criteria used to assess the stage of development for each of the seven principles can be found on our website: www.bcauditor.com.

A description of the seven principles of public performance reporting, together with my assessment of the PGT's stage of development in relation to each principle, are set out below.

Principle – Good public performance reporting should:	**Assessment**
1. Be Reliable, Fair, Timely, Consistent, Credible and Useful – Publicly reported performance information should fully incorporate the characteristics of reliability, fairness, timeliness, consistency, credibility and usefulness.	1. Reliable, Fair, Timely, Consistent, Credible and Useful **Fundamentals In Place** *Reliable*: The PGT has compiled documentation to support all of the performance information in his report. Manual systems for the compilation of performance information were developed and documented for this first report. The PGT has moved in the right direction towards ensuring a reasonable degree of reliability for the data reported, although controls to ensure the completeness and accuracy of data need to be strengthened. *Timely*: The report has been issued in accordance with statutory reporting deadlines. *Fair, Consistent, Credible and Useful*: These attributes are reported in relation to other reporting criteria, as ***highlighted***

. . . 3

Principle – Good public performance reporting should:	**Assessment**
2. Focus on the Few, Critical Aspects of Performance – Discrimination in the selection of what information should be reported should be the hallmark of the next generation of reporting. Judgments should be guided by: i) what's important to Canadians and legislatures; ii) core objectives and key results commitments of the organization; and iii) aspects of performance judged critical to the success of the organization in achieving its core objectives and meeting its performance commitments. An important adjunct to rigorous judgment about what to report, is the necessity to explain those judgments in the report. (see principle 7)	2. Focusing on the Few, Critical Aspects of Performance – **In Process** The PGT has developed a number of performance measures that are identified with specific goals. All lines of business have been addressed. Readers should note that many of these measures focus on milestones – one-time achievements such as the conclusion of agreements or application of a new procedure to client files. We do not dispute the importance of these achievements, but nonetheless note that they do not represent ongoing measures of performance. Measures of efficiency relate only to timeliness. While timeliness is an important element in assessing service quality, the report would be improved with the inclusion of measures of cost efficiency and productivity. In time, we hope the PGT will make the report more ***useful*** by developing more measures of productivity and efficiency, and by developing a focus on longer-term outcomes.
3. Link Goals and Achievements – Reports should identify and explain goals and expectations, and they should relate the results that have been achieved to these stated goals and expectations. By defining reasonable expectations, organizations establish a basis for trust and dialogue and reduce the risk that results will be judged unfairly after the fact.	3. Linking Goals and Achievements – **In Process** The PGT has identified linkages between his organization's mission, goals, objectives and programs. The PGT has reported results against performance targets established in his plan, and presented this information ***consistently*** . Variations from intended performance are explained in a ***fair*** and balanced manner. The PGT established specific targets, rather than general, helping to make the report ***useful*** to readers and creating a good degree of ***credibility***. This is a good precedent for reporting in future years. However, the measures of performance are operationally, rather than strategically, focused. As such, the report does not address long-term outcomes the PGT wishes to achieve, how they will be achieved, or how success will be measured. A large number of changes in the measures reported year over year is expected, as the PGT learns how best to measure performance.

. . . 4

OFFICE OF THE
Auditor General
of British Columbia

Principle – Good public performance reporting should:	**Assessment**
4. Link Resources, Strategies and Results – Reporting should integrate financial and non-financial information to show how the resources allocated and strategies adopted influenced results. Reporting results without reference to expenditures or investments leads to unrealistic expectations and frustration.	4. Linking Resources, Strategies and Results – **In Process** Actual costs vs. budget are presented for operational programs, and key variances are explained. A detailed presentation of the components of operating revenues and expenditures is included. An adequate discussion of administrative cost allocations is provided. The report would benefit from the addition of measures of output efficiency (for example, showing the cost of outputs by linking dollars and activities), and connection between resource allocation decisions and strategic objectives (i.e. how the allotment of resources supports the achievement of the PGT's long-term goals).
5. Present Results in the Context of Capacity, Risks and Other Factors – Reporting should i) relate results achieved to the ongoing capacity to meet or improve on current performance expectations ii) explain what the key risks are and how risk has influenced choices, and relate results achieved to the risks and levels of risk accepted; and iii) put results in their proper context by describing other key performance factors that are central for the reader to interpret the meaning and significance of the performance information.	5. Presenting Results in the Context of Capacity, Risks and Other Factors – **Fundamentals In Place** The PGT has identified risks to the success of the organization, and linked these to program activities and measures of performance. The report discusses the PGT's capacity to meet service demands now and in the future.
6. Present Comparative Information – Reporting should compare an organization's current performance with its past performance and the performance of similar organizations, when it would significantly enhance the reader's ability to use the information being reported.	6. Presenting Comparative Information – **Start-up Phase** As highlighted in the report, the PGT has just begun to manage for results. Consequently there is no historic or trend information to provide context to reported current performance. The PGT has been challenged to find suitable organizations against which to benchmark its performance – few organizations with similar mandates have, to date, published performance information. Both of these circumstances should improve over time.

OFFICE OF THE
Auditor General
of British Columbia

Principle – Good public performance reporting should:	**Assessment**
7. Disclose Key Reporting Judgments – Reports should disclose the basis on which they have been prepared, and in particular: the basis for selecting the key aspects of performance on which reporting is focused; the changes in the way performance is measured and presented; and the basis on which confidence is held in the reliability of the information being reported.	7. Disclosing Key Reporting Judgments – **Fundamentals In Place** The PGT has provided good explanations of how performance is measured and interpreted, and included management's assessment of the ***reliability*** of the data reported. These explanations and descriptions enhance the ***credibility*** and ***transparency*** of the PGT's report. Where changes in the measures reported are anticipated, the report contains full explanations for why changes are needed, the extent of the changes and their expected impact.

Victoria, British Columbia
September 11, 2002

Wayne Strelioff

Wayne Strelioff, CA
Auditor General

OFFICE OF THE
Auditor General
of British Columbia

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PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA
2001/2002 PERFORMANCE REPORT

A INTRODUCTION

1. Mandate

The Public Guardian and Trustee (PGT) is a corporation sole established under the *Public Guardian and Trustee Act*. The mandate of the PGT is to serve:

- Children and youth under the age of 19 by protecting their legal and financial interests
- Adults who require assistance in decision making through protection of their legal rights, financial interests and personal care interests and
- Heirs and beneficiaries of deceased persons when there is no one else willing or able to administer their estates and the estates of missing persons.

The PGT provides services to approximately 26,000 clients through 213 full time employees and manages more than $586 million in trust. As a result of obligations created by statutory law, the PGT exercises quasi-judicial authority in specific situations. The Court depends on the PGT for reliable and independent advice when the rights of minors or adults with disabilities may be at risk. When the property or financial interest of minors, adults or estates are at risk, the PGT may take the matter to Court for a judicial determination.

In managing the financial affairs of an individual or estate, the PGT must observe prudent business practices and is bound by the fiduciary principles of a Trustee or Agent.

The powers and duties of the PGT are directed by numerous acts, including the:

- *Adult Guardianship Act*
- *Child, Family and Community Services Act*
- *Community Care Facility Act*
- *Employment Standards Act*
- *Estate Administration Act*
- *Estates of Missing Persons Act*
- *Family Relations Act*
- *Health Care (Consent) and Care Facility (Admission) Act*
- *Infants Act*
- *Insurance Act*
- *Insurance (Motor Vehicle) Act*
- *Patients Property Act*
- *Power of Attorney Act*
- *Public Guardian and Trustee Act*
- *Representation Agreement Act*
- *Trust and Settlement Variation Act*
- *Trustee Act*
- *Wills Variation Act*

2. Vision

The vision of the PGT is "Rights, choices and security for all British Columbians".

3. Mission

The mission of the Public Guardian and Trustee is to promote and uphold the legal interests and safeguard the financial and personal interests of children and adults and administer the estates of deceased and missing persons.

4. Values

Six major values underpin the work of the PGT:

- client-centred service
- respect
- innovation
- teamwork
- openness
- staff support

Clients are at the centre of PGT services; services are individualized, equitable and accessible. Trust is created through honesty and openness with clients. Self-determination is key. Clients participate in decision-making about their lives to the greatest extent possible. Accountability to clients, their families and the public is maintained through transparency in all activities.

Staff members are acknowledged as the PGT's greatest resource. They are recognized and appreciated for their expertise and professionalism, as well as their teamwork and consultation skills. The PGT is committed to the ongoing development and training of all its staff members.

5. Accountability

(a) Planning

As reported in the 2001/2002 Annual Report, Treasury Board did not provide the funding to enable the implementation of the original 2001/2004 Service Delivery Plan (SDP). Therefore, a new plan was developed in accordance with the March 2001 budget allocation. This plan, known as the Corporate Performance Plan (CPP) to distinguish it from the original SDP, includes performance measures required of a Service Delivery Plan and the Auditor General was requested to treat the CPP in a manner similar to the SDP for the purpose of the performance measurement aspect of Part 3 of the *Public Guardian and Trustee Act.*

Despite the lack of a Service Delivery Plan approved by Treasury Board, the PGT took all steps possible to implement the accountability aspect of the *Public Guardian and Trustee Act* by developing and implementing the Corporate Performance Plan for the fiscal year 2001/2002 and by tracking progress to determine if performance targets were met.

(b) Reporting

Section 25 of the *Public Guardian and Trustee Act* requires that the Public Guardian and Trustee must report in each fiscal year to the Attorney General on the operations of the office for the preceding fiscal year and the report must contain:

(a) Audited financial statements on the stewardship of trusts and estates under administration,
(b) Audited financial statements on the operations of the office of the Public Guardian and Trustee,
(c) A statement of the extent to which the office of the Public Guardian and Trustee has met the performance targets and other objectives established in the Service Delivery Plan under section 22 and
(d) The Auditor General's report on the statement referred to in paragraph (c).

The report is to be provided to the Attorney General by September 30 of each year and thereafter tabled in the Legislative Assembly.

Section 26 of the *Public Guardian and Trustee Act* requires the financial statements of the PGT to be audited by the Auditor General and the Auditor General to report on the PGT statement that describes the extent to which performance targets were achieved.

This performance report, which reports on the degree to which performance targets were achieved, implements the performance reporting requirements of section 25 (3)(c) of the *Public Guardian and Trustee Act.*

(c) Conduct of Public Business

The majority of Public Guardian and Trustee services are statutorily mandated and the PGT is highly accountable as a fiduciary for the provision of those services according to the legislation. Clients or others who question the veracity or judgment of the PGT's handling of their affairs, can request that the PGT pass his accounts before the court. In order to pass the accounts, the court will review the PGT's overall administration of the client's estate during the time the PGT had the legal authority to do so. The culture of the organization is therefore focused on meeting these mandated statutory requirements.

PGT operations are carried out observing public service standards such as those relating to hiring practices. In addition, the PGT has instituted a standards of conduct policy and an internal audit function to maintain and improve the integrity and quality of services and an internal complaint resolution process for clients.

(d) Office Holder

The Public Guardian and Trustee is, pursuant to section 2 of the *Public Guardian and Trustee Act,* appointed by the Lieutenant Governor in Council to a six year term. The Public Guardian and Trustee is Jay Chalke, appointed effective February 28, 2000.

B PROGRAM AREAS

The PGT provides services to clients through three program areas:

- Child and Youth Services
- Services to Adults
- Estate Administration

1. Child and Youth Services

The PGT protects the legal and financial interests of minors and acts in the roles of Trustee, Guardian of Estate and Litigation Guardian. The 29 employees of the Child and Youth Division work directly with children and youth as well as with their parents or guardians, in ensuring that minors' interests are protected and their needs met.

(a) Statutory Protective Services

The PGT protects the legal interests of minors in litigation by reviewing proposals for personal injury settlements and by receiving and reviewing notices of legal proceedings that potentially affect children's property. As Guardian of Estate, the PGT protects the legal and property rights of children and youth in continuing custody of the province by pursuing legal claims on their behalf and securing and managing their financial assets. The PGT shares guardianship with the Director, Child, Family and Community Services and works closely with the staff in the Ministry of Children and Family Development (MCFD) to ensure the legal and property rights of children in care of the province are protected.

(b) Trust Services

The PGT holds funds in trust for minors under a will, a trust agreement, a court order or by legislation. Child and Youth Services administer trusts on behalf of more than 12,000 children and youth. The total value of trust assets administered by the program is $177 million, with the average value of a trust account being approximately $14,000. Trust monies are received by the PGT on behalf of children largely as a result of damage claims (e.g., injuries arising from motor vehicle accidents). Funds are typically held in trust until the age of majority is attained unless disbursed earlier for the benefit of the child.

2. Services to Adults

The PGT acts to protect the legal rights and personal and financial interests of adults who are unable to manage their affairs independently. In doing so, the PGT acts on a last resort basis and works to balance the rights of self-determination and independence with the need for protection. The majority of over 8,700 clients served by the program have diseases of aging. Other clients have mental illnesses, developmental disabilities, or brain injuries. Clients live throughout the province, with the highest concentration in the Lower Mainland, Victoria and the Okanagan. 90 employees directly deliver this program with support from staff such as those within the Finance, Administration and Systems Division.

PGT Services to Adults is delivered through five teams:

(a) Assessment and Investigation

Assessment and Investigation is the first contact most adult clients have with the PGT. The team assesses whether PGT services are required, investigates reports of financial abuse of adults who may be incapable and consults with community and family members on abuse and neglect issues for approximately 800 clients per year.

(b) Client Services

Client Services provide last resort decision making services, primarily as Committee of Estate under the *Patients Property Act*, but also as Committee of Person, Power of Attorney, Representative, Litigation Guardian or Pension Trustee to adults in vulnerable situations for approximately 3,600 clients. When appointed Committee of Estate, the PGT works with the client to manage the adult's financial and legal affairs, including managing investments and property, paying bills, securing assets and pursuing compensation where appropriate. As Committee of Person, the PGT is a substitute decision-maker for health and personal care needs of an individual. Case managers serve an average of 250 clients each, the majority of whom have estates of less than $10,000.

(c) Estate Liaison

When service by the Client Services Team is no longer required, Estate Liaison coordinates completion of PGT involvement in a client's affairs and releases property under administration. This occurs when the PGT no longer has authority for an individual because the individual has become capable of managing their affairs, someone else has been appointed as Committee, or the client has died. As a result of a special project in 2001/2002, the team's caseload dropped from 1200 to 900. This represents a reduction of a long-standing service backlog in this area.

(d) Health Care Decisions

Under the *Health Care (Consent) and Care Facility (Admission) Act*, health care professionals must obtain informed consent from their patient, if capable, or if not, from a substitute decision maker. The Act provides for statutory authority for family members to make decisions where no Committee of Person has been appointed by the courts or Representative chosen by the adult. The PGT makes substitute treatment decisions or appoints a decision maker for individuals who have no available family members. The PGT Health Care Decisions Team makes more than 500 health care decisions per year.

(e) Private Committee

Private Committee Services monitor the activities of Private Committees appointed by the court to manage the affairs of adults who are unable to make their own financial, legal and/or personal and health care decisions. Private Committee Review Officers conduct accounting reviews and undertake investigations when concerns are reported. They serve an average of 500 clients per officer, with approximate average asset values of $300,000.

3. Estate Administration

The PGT provides Estate Administration Services throughout the province of British Columbia, delivered by 29 staff and additional service contractors[1].

(a) Deceased Estates Administration

As Official Administrator for British Columbia, the PGT administers the estates of more than 2,000 persons who have died with no one willing and able to administer their estates or where the heirs are unknown. The PGT also administers estates where the heir is a Committee client or the PGT is Guardian of a minor heir's estate. As well, the PGT acts as executor when named in a will. 18 Estate Administrators and Officers work in this area.

(b) Estates of Missing Persons

The PGT acts as Curator for persons who are missing as defined in the *Estates of Missing Persons Act*. These are rare and the PGT is currently Curator for 7 persons. Administration is carried out by the Estate Administrators previously mentioned.

(c) Personal Trusts

The PGT acts as Trustee for approximately 250 trusts established for living persons and has 1.3 Personal Trust Administrators to carry out this mandate. The PGT agrees to act as Trustee when the beneficiary is an incapable adult or minor and there is no other party willing and able to act as Trustee.

4. Support Services

Work in these three program areas (Child and Youth Services, Services to Adults and Estate Administration) is supported by Finance, Administration and Systems (FAS) Division and by Planning, Policy and Communications Division. Many employees within FAS Division provide direct client support through activities such as paying clients' bills, assisting with client investment plans and investigating and securing physical assets on behalf of clients.

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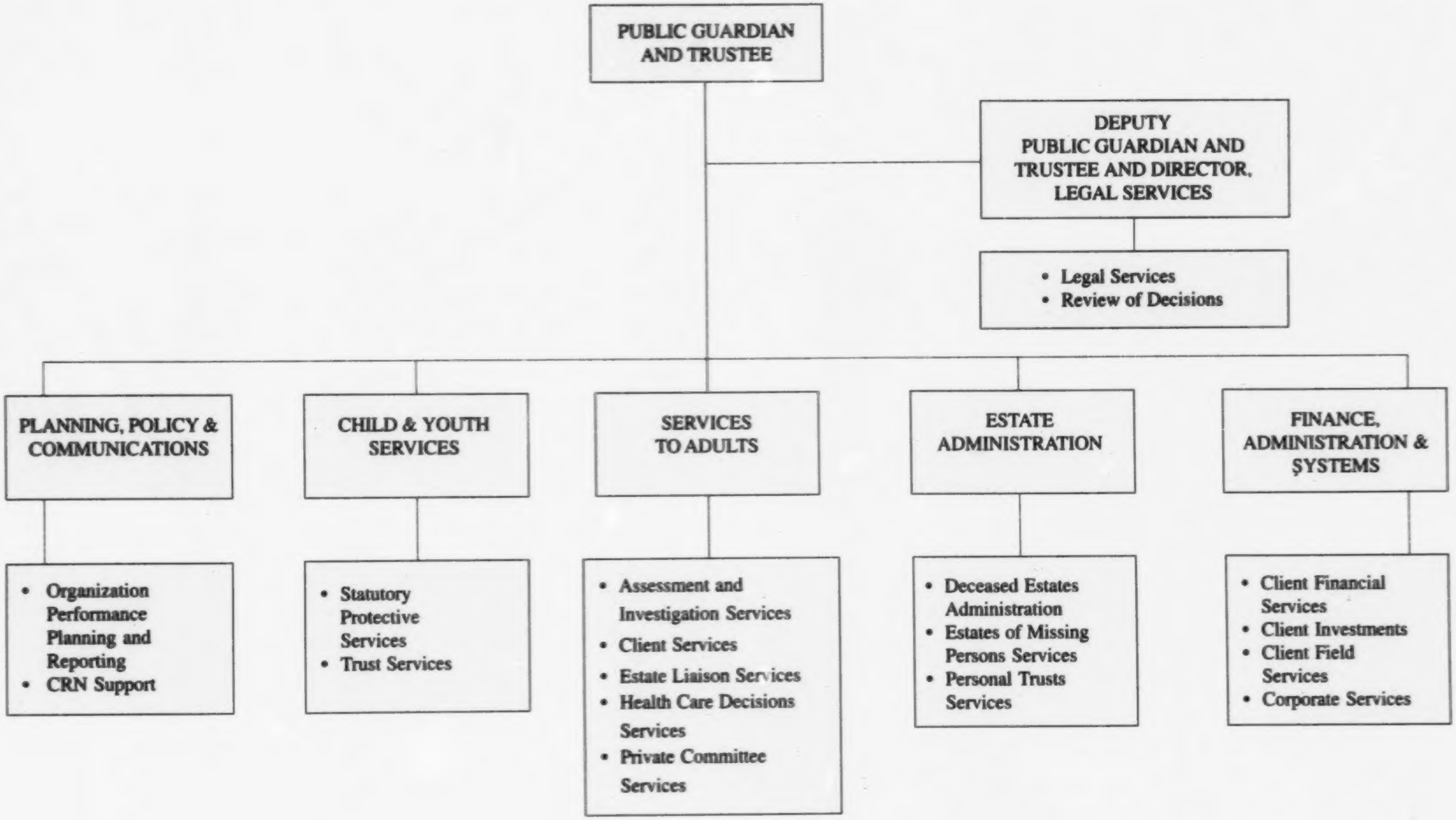
[1] For the period covered by this report, one Deputy Official Administrator (DOA) had been appointed for a particular geographic area of the province (Vancouver Island). Effective April 1, 2002, no DOAs have been appointed.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA ORGANIZATIONAL CHART


PUBLIC GUARDIAN AND TRUSTEE
DEPUTY PUBLIC GUARDIAN AND TRUSTEE AND DIRECTOR, LEGAL SERVICES
• Legal Services
• Review of Decisions
PLANNING, POLICY & COMMUNICATIONS
• Organization Performance Planning and Reporting
• CRN Support
CHILD & YOUTH SERVICES
• Statutory Protective Services
• Trust Services
SERVICES TO ADULTS
• Assessment and Investigation Services
• Client Services
• Estate Liaison Services
• Health Care Decisions Services
• Private Committee Services
ESTATE ADMINISTRATION
• Deceased Estates Administration
• Estates of Missing Persons Services
• Personal Trusts Services
FINANCE, ADMINISTRATION & SYSTEMS
• Client Financial Services
• Client Investments
• Client Field Services
• Corporate Services

** as at July 1, 2002*

C EXTERNAL ENVIRONMENT

1. Long Term Factors Affecting PGT Service and Mandate

Several societal trends affect the ongoing work of the PGT:

(a) Changes in Population Demographics

The proportion and number of seniors is increasing as many people live longer lives due to advances in public health and medical technology. In addition, over the past number of decades there has been an overall growth of wealth among seniors.

The general population is more mobile, with the result that families are widely dispersed and local family support for the elderly may not be available. Population mobility also makes it difficult to locate family members, including heirs and beneficiaries, when required.

PGT services are affected as seniors need care and support for health care decision-making and for financial decision-making relating to their more complex financial arrangements and assets.

(b) Changes in Pharmacological and Medical Technology

The advent and wide use of medication to treat persons with mental illness and the development and use of medical technology near the end of life are two major health care trends that impact the services provided by the PGT.

The inconsistency of available community mental health supports contributes to some clients' periodic inability to manage their property and results in repeated certifications under the *Patients Property Act*. This "revolving door," while less well known than the *Mental Health Act* counterpart, can also result in multiple short-term interventions.

The social debate on the application of new medical technology available at the end of life has not kept pace with the development of medical technology. Patients in such circumstances are frequently unable to give or refuse consent to treatment. Lack of social consensus in this area makes the work of the PGT more complex when acting as the substitute decision-maker for adults who are unable to give or refuse consent to their health care and have no available family members.

(c) Development of a Rights Conscious Society

The current emphasis in society on individual rights has led to questioning of certain social structures and assumptions. Historically, the PGT was able to exercise a very wide administrative discretion with broad but ill-defined responsibilities. Over the past twenty years, the PGT has gradually formalized and structured its administrative discretion, emphasized due process and more actively used oversight and accountability tools to ensure that respect for clients' rights can be demonstrated.

(d) De-Institutionalization

Unlike institutionalized clients thirty years ago, most PGT clients today live in the community or in small public or private facilities such as group homes. A far greater need for flexibility in service is required due to the diversity of individual client living situations and the uniqueness of the individuals themselves. A largely community-based clientele means that the PGT considers clients' needs more frequently and now makes payments for clients' activity of daily living expenses such as rent, hydro and telephone.

(e) Growing Recognition of Abuse and Neglect of Adults

Society's recognition of abuse, neglect and self-neglect of adults in vulnerable situations is still in its early stages. There is an increasing appreciation of the impact of such abuse. New legislation (Part 3 of the *Adult Guardianship Act*) reinforces public expectations that the PGT will be actively involved in working with communities to prevent or redress incidences of abuse. This has resulted in PGT involvement in the development of Community Response Networks (CRNs) and has also impacted the work of the Services to Adults Division, most particularly the Assessment and Investigation Team.

2. Short Term Factors Affecting Capacity in 2001/2002

Several factors in the external environment had an impact on the operational capacity of the PGT in its first year of performance tracking and reporting:

(a) Core Services Review

With the introduction of Core Services Review, a number of staff were intensively occupied in 2001/2002 with a total review of key PGT operations. The work associated with this review is still ongoing. Review work meant that many of the same staff members who had responsibility for the achievement of the goals, objectives and performance targets outlined in the Corporate Performance Plan, also had the responsibility to support the Core Services Review.

Although involvement in the Core Services Review Process was resource intensive and time consuming, it afforded the PGT with the opportunity to fully review the mandate and service delivery methodology of the organization. The outcome is expected to be a modern determination and ratification by government of the role of the PGT.

(b) Adult Guardianship Legislation Expectations From Clients and Public

Society has developed heightened awareness of issues related to incapacity and fiduciary responsibilities. This has lead to higher public expectations of the organization. In particular, the Assessment and Investigations Team of Services to Adults has had a significant increase in requests of the PGT to provide either advice or more formal assistance by assuming the role of Committee of Estate and/or Person of potentially abused and neglected incapable adults.

(c) New Statutory Requirements for Audited Financial Statements

New statutory requirements under the *Public Guardian and Trustee Act* for audited financial statements by the Auditor General meant that considerable time was needed by PGT staff to prepare documents for and interact with Auditor General staff over a period of several months. Although the process was time consuming and resource intensive, the outcome was improved financial accountability and transparency for the organization.

(d) *Unclaimed Property Act*

The implementation of the *Unclaimed Property Act* and challenges in developing a method to transfer funds quarterly to the Unclaimed Property Office in Victoria, caused some delays in closing Estate Administration Division files. Those implementation issues have now been addressed.

D INTERNAL ENVIRONMENT

1. First Year of Tracking and Reporting on Performance

As a first time initiative, significant lessons were learned during implementation of Part 3 of the *Public Guardian and Trustee Act*, which prescribes the planning, reporting and accountability framework for the PGT. Creating a performance culture takes time and this was the first year of explicit performance target measurement for the organization. Although the PGT had been interested in measuring performance previously, very few performance statistics were available and performance measures and targets had not been formally set in prior years. This meant that, not only the development of the plan, but its implementation was resource intensive and involved a great deal of learning. This impact occurred throughout the organization.

Staff contributed to the development of a Tracking and Reporting Plan that detailed how the measures would be tracked, who was responsible for these activities and when reporting would occur. Occasionally, modifications were made to the tracking and reporting plan as it became clear that some aspects needed clarification.

Ensuring efficient, accurate measurement was also a challenge. Sometimes the approach initially used was re-visited by management to determine if the measurement methodology was the most appropriate. Where measures demanded an organization-wide and client centred approach, this sometimes required more than one division to go back to the measurement results and re-calculate them to support this concept. [2]

2. Other Key Initiatives

Although the CPP established the major elements of the work carried out by the PGT in 2001/2002, it did not reflect all key PGT initiatives implemented during the year. Other initiatives such as a Jewelry Project to update jewelry values and make asset management decisions regarding stored jewelry, hosting the first Community Response Network Conference, a Year End Securities Asset Valuation Project and contribution towards the development of a new *Representation Agreement Regulation* were also undertaken by the PGT.

3. Setting and Adjusting Priorities

The PGT is a highly operational organization, has limited infrastructure, as well as limited capacity to access Special Account funds. In light of the strategic and operational activities undertaken outlined in the Corporate Performance Plan, the 2001/2002 external environment and the activities and conditions noted above, it was apparent during 2001/2002 that not all operational activities that the PGT wished to carry out could be accomplished in the same year. Organization priorities were identified and some lower priorities, such as file reviews where work could temporarily be delayed without immediate impact on clients, were earmarked for future work.

The PGT is currently considering the future potential impact of Core Services Review results on the organization. Once the results of the review are known, the PGT will review the 2002/2005 Service Delivery Plan and be able to better plan for future strategic initiatives.

E DEVELOPING THE 2001/2002 CORPORATE PERFORMANCE PLAN

1. Stakeholder Consultation

In planning for the 2001/2004 period, the PGT consulted with a variety of stakeholders including: representatives from the BC Association for Community Living, Alzheimer Society of BC and the BC Coalition to Eliminate the Abuse of Seniors; the former Mental Health Advocate, the Ombudsman, the Children's Commissioner; Deputy Ministers from the Ministry of Health, Women's Equality and the Attorney General; and representatives from the legal community and the trust industry.

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[2] For example, performance measure 1 (a) was tracked initially involving only the Trust Manager decisions regarding property disbursements to be made. The activities done to meet the performance target were later expanded to holistically include the mail handling and the production of a cheque, thus giving a more complete picture that focused on service to clients, not sub-divided internal processes.

M121

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In addition, consultation occurred with the Public Guardian and Trustee Advisory Board. Under section 22 (1) of the *Public Guardian and Trustee Act*, the PGT must consult with the Advisory Board regarding development of the Service Delivery Plan. The Board must also be consulted prior to making any changes to the plan (Section 22 (4)). Consultation with the Board regarding the Service Delivery Plan and the Corporate Performance Plan occurred on November 9, 2000, May 3, 2001 and June 26, 2001. Updates on performance and action taken were provided to the Advisory Board during the year.

Consultation involved addressing issues such as: what the PGT does well and what the PGT can improve upon, suggestions for addressing PGT challenges, establishing an appropriate balance between independence and accountability, establishing a stable and comprehensive budgetary cycle and the future role of the PGT. The advice received was reviewed by the PGT and a number of the ideas incorporated into the Service Delivery Plan.

2. Risk Management

In developing the plan, the PGT considered the external environment and the risks and challenges associated with it. These are outlined in the section on external environment in this document and can also be found in the Corporate Performance Plan.

(a) Organizational Capacity Risks

Several performance measures were designed to assist in mitigating those risks and challenges to the extent it was possible. Additional risks have been addressed and appear in the following chart:

Situation	Potential Risk	Risk Management
i) Delivery of Services to Clients in the Community		
• Clients now living in the community or in small public or private facilities such as group homes	• Client Services could be negatively impacted if flexible services meeting established standards are not developed	• 2001/2002 CPP performance measure related to developing high priority policies. Policies identify service standards • Several 2001/2002 CPP performance measures related to timelines of PGT actions on behalf of clients • 2001/2002 CPP performance measure tracking the ratio of substantiated complaints to the Ombudsman. The Ombudsman is an external review mechanism and is an objective external reflection of the level of satisfaction of clients with PGT services
ii) Estate Distributions		
• Potential situations where heirs may not receive their full entitlement	• Heirs not receiving their rightful inheritance • Heirs entering unnecessary contracts with percentage-based heir tracers and giving away a percentage of their inheritance	• 2001/2002 CPP performance measures that address: - success in finding and proving lawful heirs to estates - success in distributing estates directly to rightful heirs without the involvement of percentage-based heir tracers
iii) Information Technology		
• PGT information technology not current	• Trust and information management system may not perform at a satisfactory level thereby impacting the quality of substitute decisions	• 2001/2002 revitalization of trust and information management system (COMET), moving COMET to a more stable hardware and software platform

Situation	**Potential Risk**	**Risk Management**
iv) Key Skills • Challenges in the public sector in career development and succession planning	• Staff skills could become not current, particularly in the context of public sector expenditure limitations	• Career development through internal temporary assignments • 2001/2002 CPP performance measures that address staff training and orientation
v) Liability • PGT actions impact directly on the legal and financial interests of clients	• Potential liability for actions/non-actions associated with child litigation settlement reviews and timely securing of assets for clients	• 2001/2002 CPP performance measure to develop an internal audit mandate • Strict controls on infant settlement reviews • 2001/2002 CPP performance measures that address the timely securing of assets
vi) Independence • Fiduciary responsibilities to clients require PGT to ensure independence	• Potential impaired independence leading to breach of statutory mandate	• 2001/2002 CPP performance measure regarding the review of the PGT's fiscal and administrative relationship with government
vii) Performance • Additional operational demands on PGT organization	• Potential for unmet performance targets	• Risk considered prior to plan implementation and throughout 2001/2002: - quarterly reporting - plans developed followed 2nd quarter to ensure most endangered targets met by year end - major staff efforts to meet targets - PGT decision re: priorities and direction of resources

(b) Addressing Organizational Capacity Limitations

Despite the risk mitigation activities outlined above, the organizational capacity of the PGT to meet future performance targets and address other service delivery issues is in question.

The PGT has been operating from a historical position of chronic backlogs and service pressures. Several projects have been undertaken in the last year to address this issue. Additionally, projects have been identified for 2002/2003. As these one time projects are completed and the backlogs reduced, there are permanent gains. However, new service standards and expectations are created as a result of addressing the backlogs and this means the PGT must continue to meet the new standards, once established. This results in the reallocation of resources from backlog reduction to maintenance of new, modern service standards.

Capacity limitations of the PGT have needed to be addressed in the past year by priorizing so that the most crucial services could still be delivered. It is anticipated that the effects of limited funding and the depth of historic service pressures will continue to influence the ability of the PGT to address service levels and service backlogs.

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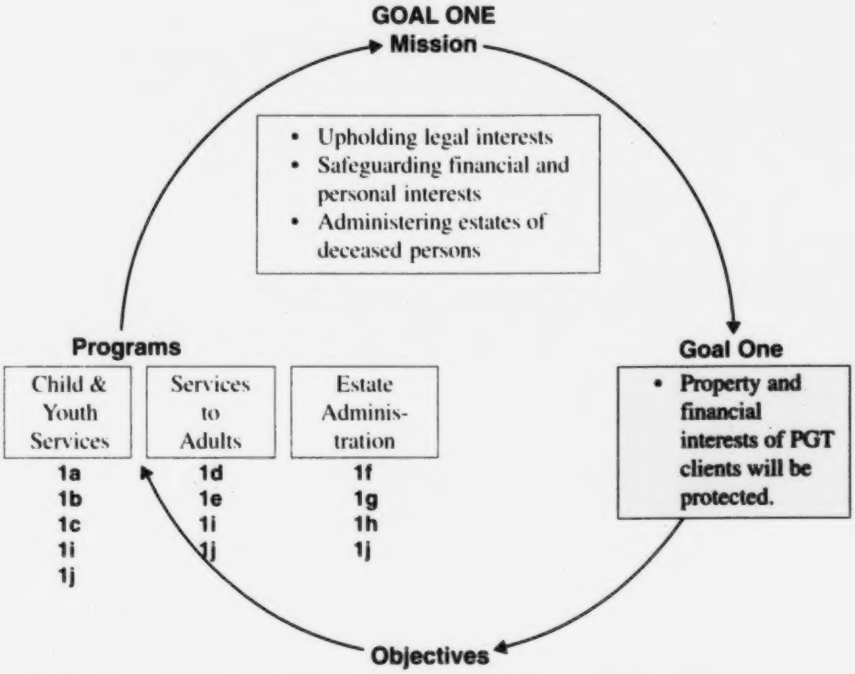
3. Linkage of Mission, Goals, Objectives and Programs

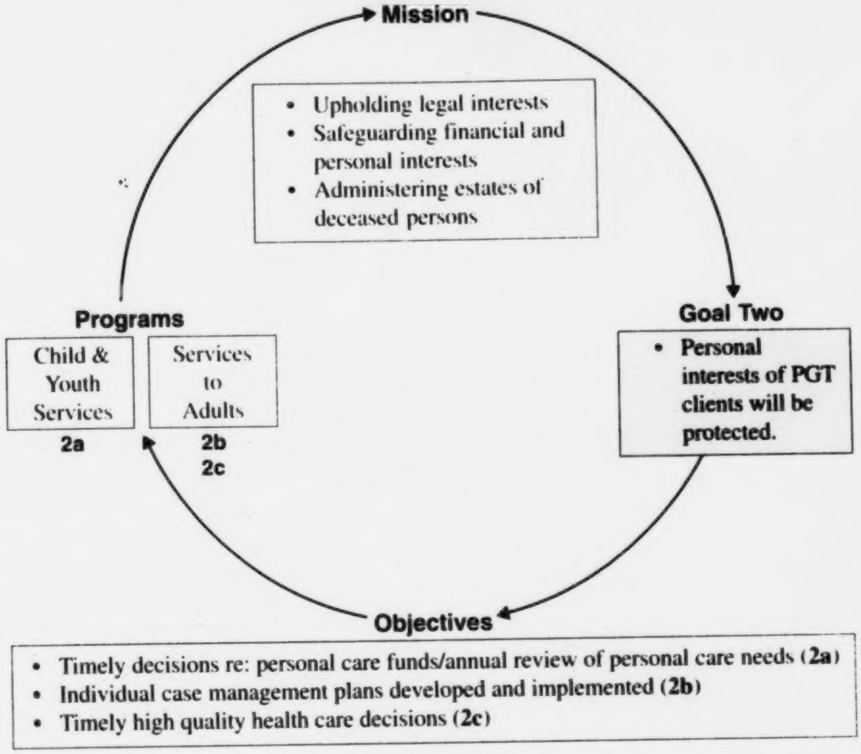
Critical to PGT performance is the relationship of the PGT mission to goals, objectives and program areas. The schematics below describe this relationship:


GOAL ONE
Mission
Upholding legal interests
Safeguarding financial and personal interests
Administering estates of deceased persons
Goal One
Property and financial interests of PGT clients will be protected.
Objectives
Programs
Child & Youth Services
1a
1b
1c
1i
1j
Services to Adults
1d
1e
1i
1j
Estate Administration
1f
1g
1h
1j

- Timely property disbursement (**1a**)
- Timely notification by MCFD (**1b**)
- Timely action on legal claims (**1c**)
- Property interests secured (**1d**) (**1f**) – timely
- Timely, efficient and prudent property and asset management (**1e**)
- Estate distribution to heirs (**1g**)
- Beneficiaries protected (**1h**)
- Implementation of new prudent investment opportunities (**1i**)
- Enhanced client financial transaction control (**1j**)

3. Linkage of Mission, Goals, Objectives and Programs (cont'd)

GOAL TWO



Mission

- Upholding legal interests
- Safeguarding financial and personal interests
- Administering estates of deceased persons

Goal Two

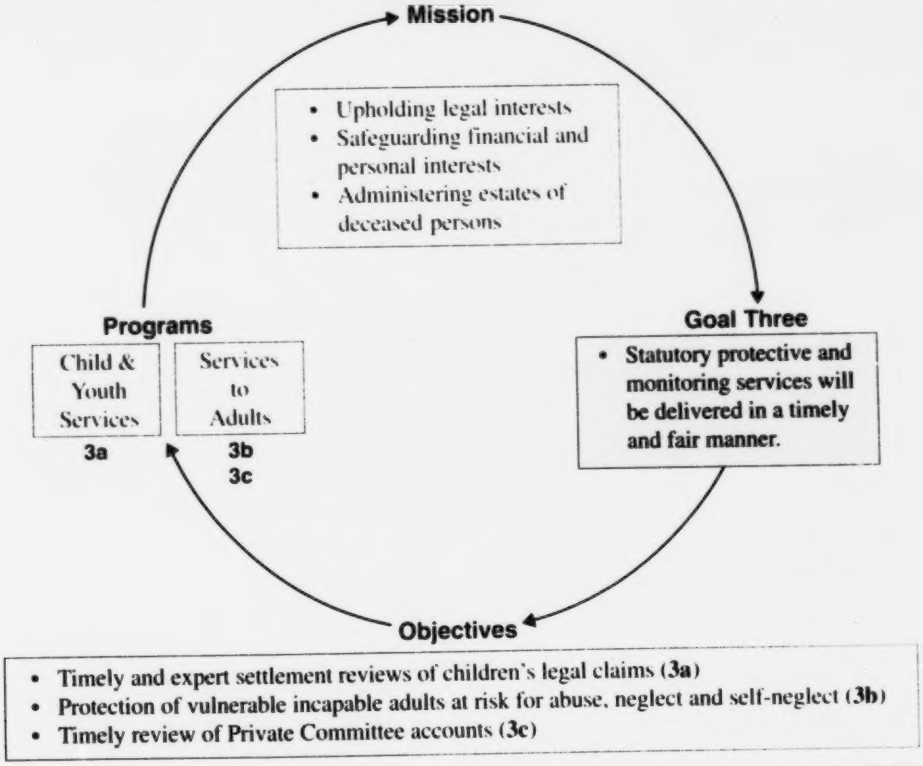
- **Personal interests of PGT clients will be protected.**

Objectives

- Timely decisions re: personal care funds/annual review of personal care needs (**2a**)
- Individual case management plans developed and implemented (**2b**)
- Timely high quality health care decisions (**2c**)

Programs

GOAL THREE



Mission

- Upholding legal interests
- Safeguarding financial and personal interests
- Administering estates of deceased persons

Goal Three

- **Statutory protective and monitoring services will be delivered in a timely and fair manner.**

Objectives

- Timely and expert settlement reviews of children's legal claims (**3a**)
- Protection of vulnerable incapable adults at risk for abuse, neglect and self-neglect (**3b**)
- Timely review of Private Committee accounts (**3c**)

Programs

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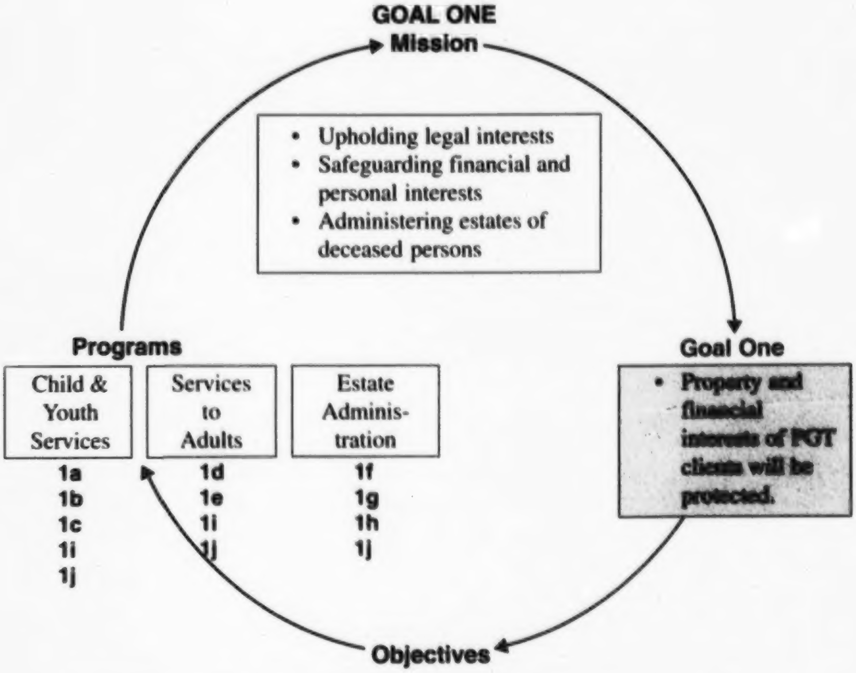
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- **Timely property disbursement (1a)**
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- **Estate distribution to heirs (1g)**
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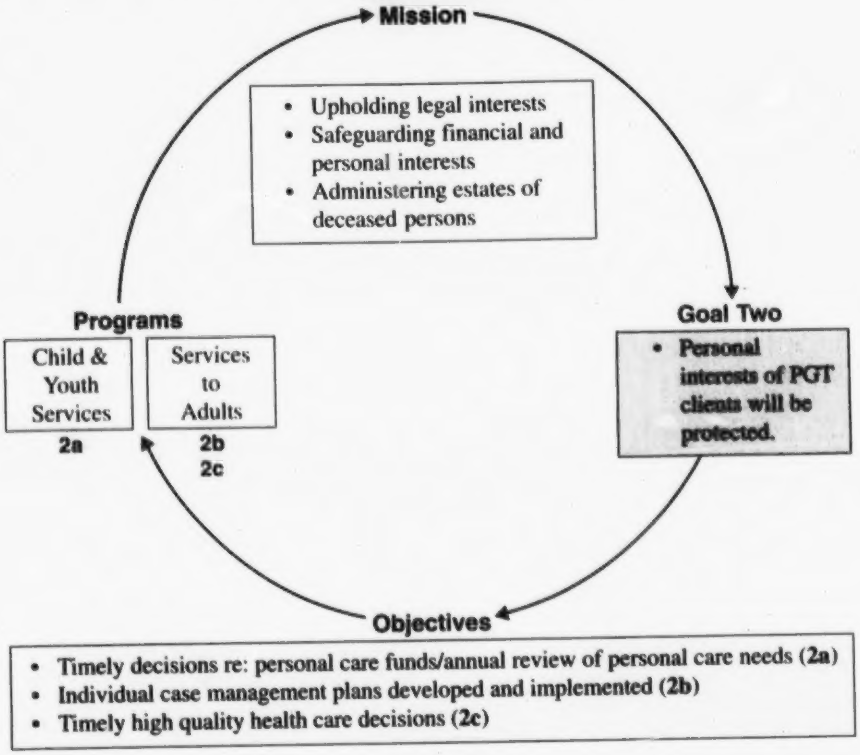
- **Implementation of new prudent investment opportunities (1i)**
- **Enhanced client financial transaction control (1j)**

3. Linkage of Mission, Goals, Objectives and Programs (cont'd)

GOAL TWO



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Goal Two

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Objectives

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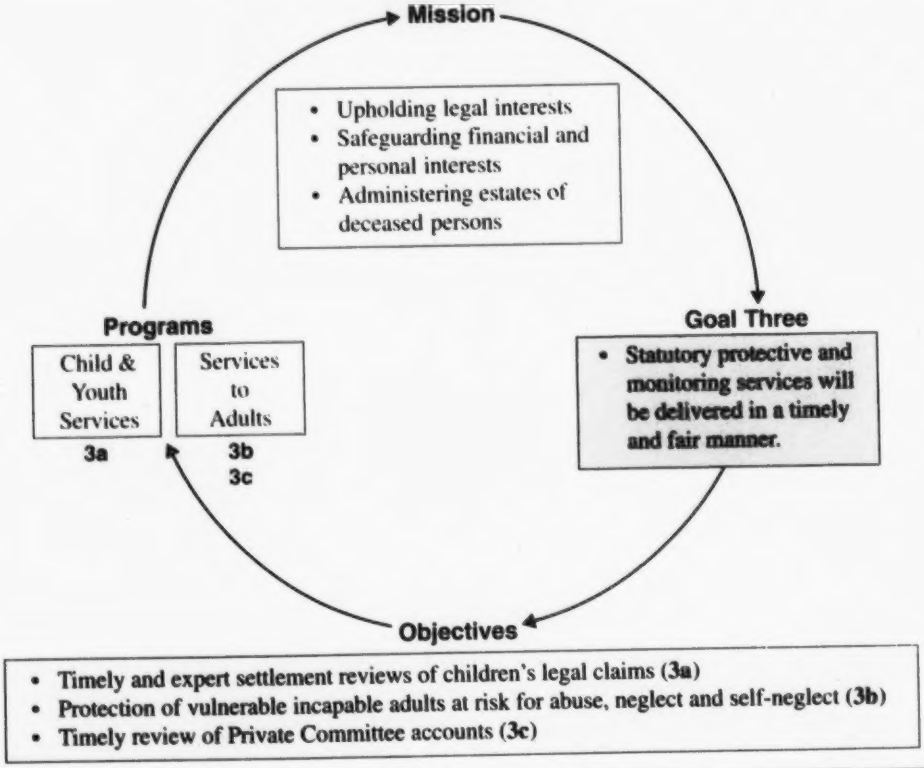
- Timely high quality health care decisions (2c)

GOAL THREE



Mission

- Upholding legal interests
- Safeguarding financial and personal interests
- Administering estates of deceased persons

Goal Three

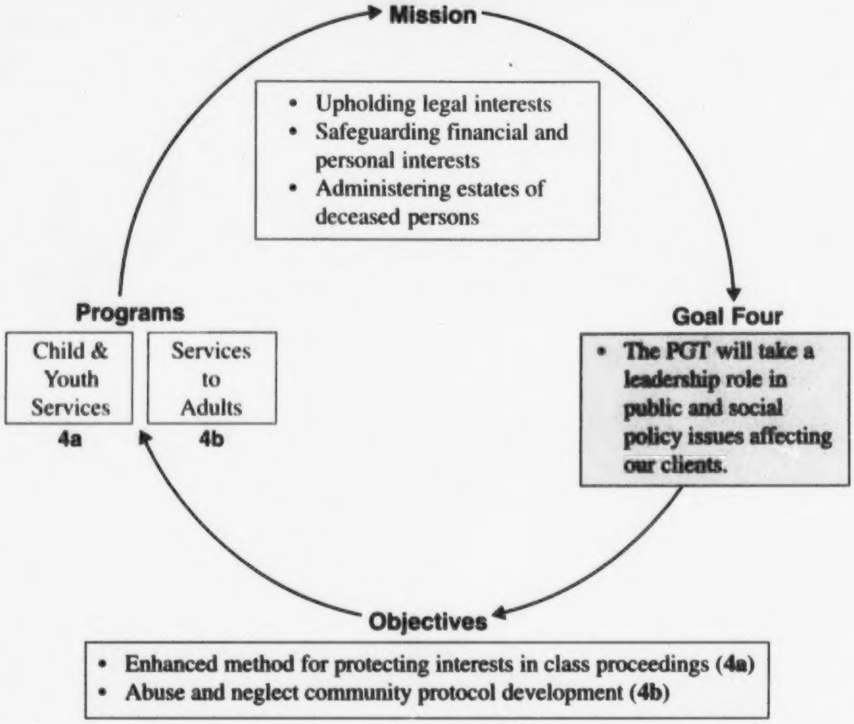
- **Statutory protective and monitoring services will be delivered in a timely and fair manner.**

Objectives

- Timely and expert settlement reviews of children's legal claims (3a)
- Protection of vulnerable incapable adults at risk for abuse, neglect and self-neglect (3b)
- Timely review of Private Committee accounts (3c)

3. Linkage of Mission, Goals, Objectives and Programs (cont'd)

GOAL FOUR



Mission

- Upholding legal interests
- Safeguarding financial and personal interests
- Administering estates of deceased persons

Goal Four

- **The PGT will take a leadership role in public and social policy issues affecting our clients.**

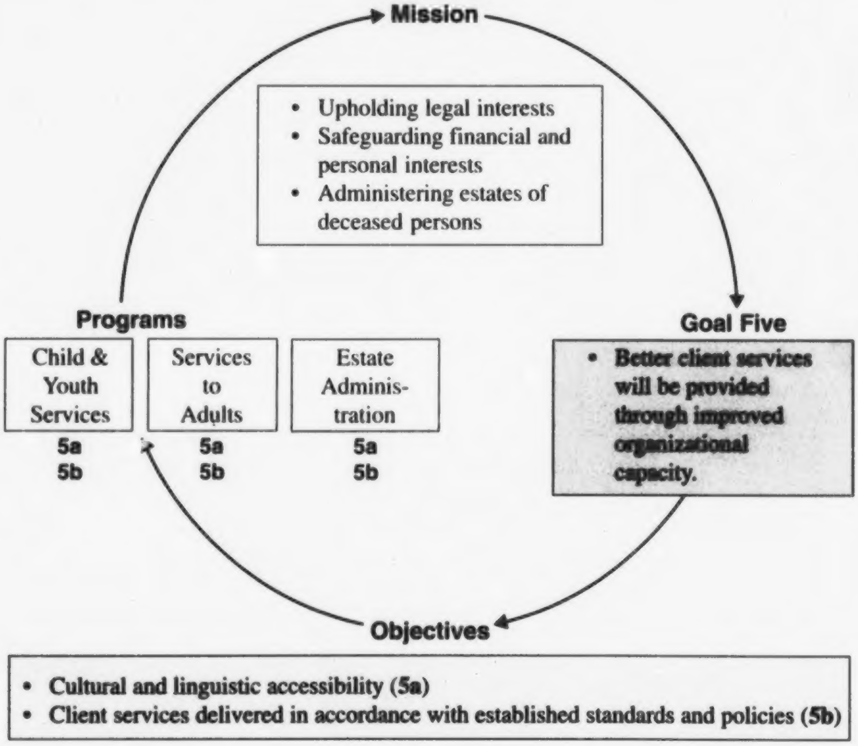
Objectives

- **Enhanced method for protecting interests in class proceedings (4a)**
- **Abuse and neglect community protocol development (4b)**

Programs

Child & Youth Services	Services to Adults
4a	**4b**

GOAL FIVE



Mission

- Upholding legal interests
- Safeguarding financial and personal interests
- Administering estates of deceased persons

Goal Five

- **Better client services will be provided through improved organizational capacity.**

Objectives

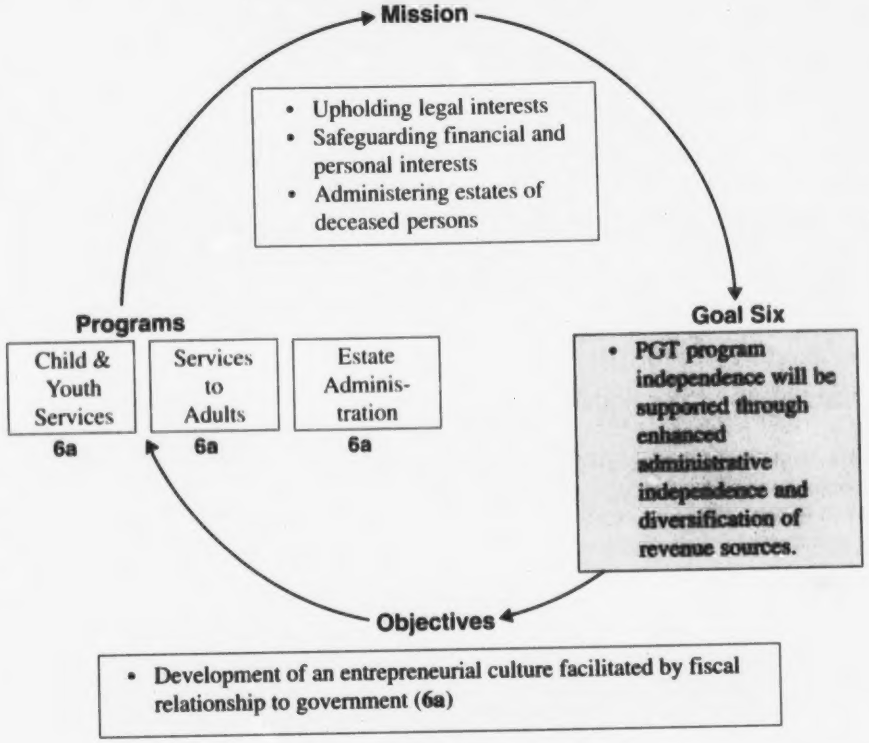
- **Cultural and linguistic accessibility (5a)**
- **Client services delivered in accordance with established standards and policies (5b)**

Programs

Child & Youth Services	Services to Adults	Estate Adminis-tration
5a **5b**	**5a** **5b**	**5a** **5b**

3. Linkage of Mission, Goals, Objectives and Programs (cont'd)

GOAL SIX



- Upholding legal interests
- Safeguarding financial and personal interests
- Administering estates of deceased persons

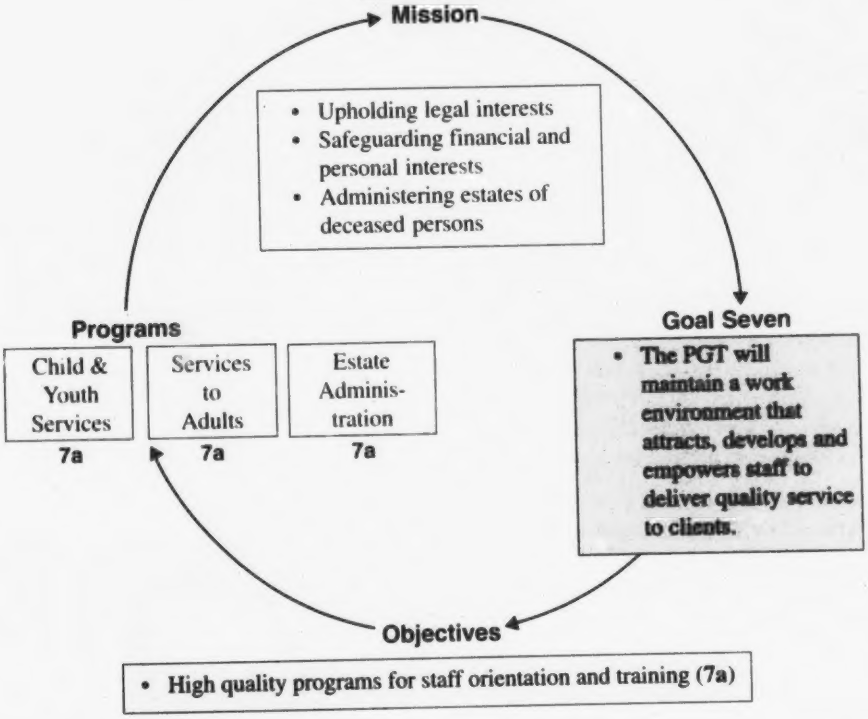
Goal Six

- **PGT program independence will be supported through enhanced administrative independence and diversification of revenue sources.**

Objectives

- **Development of an entrepreneurial culture facilitated by fiscal relationship to government (6a)**

GOAL SEVEN



- Upholding legal interests
- Safeguarding financial and personal interests
- Administering estates of deceased persons

Goal Seven

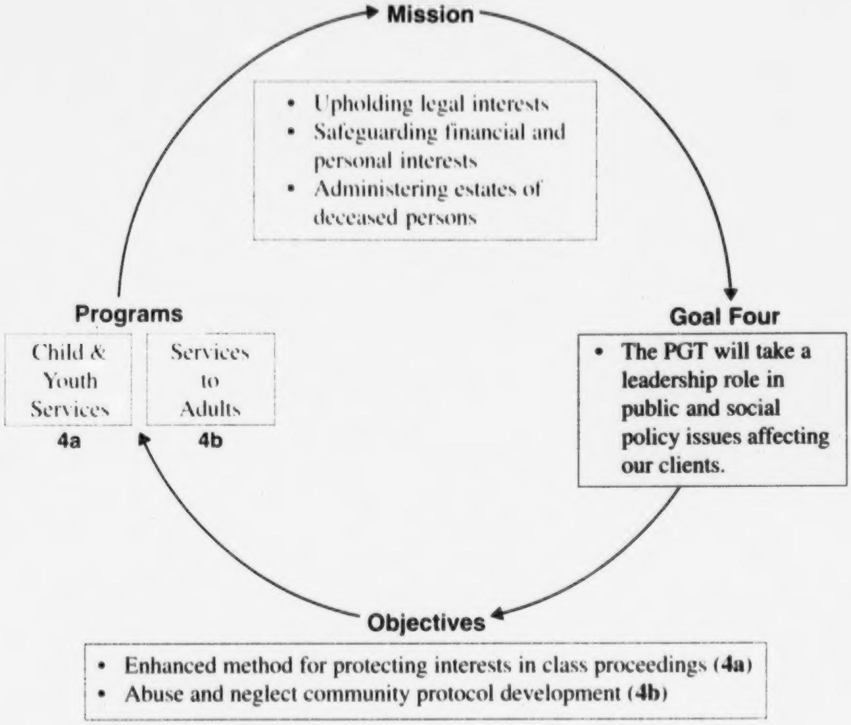
- **The PGT will maintain a work environment that attracts, develops and empowers staff to deliver quality service to clients.**

Objectives

- **High quality programs for staff orientation and training (7a)**

3. Linkage of Mission, Goals, Objectives and Programs (cont'd)

GOAL FOUR



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Programs

Child & Youth Services	Services to Adults
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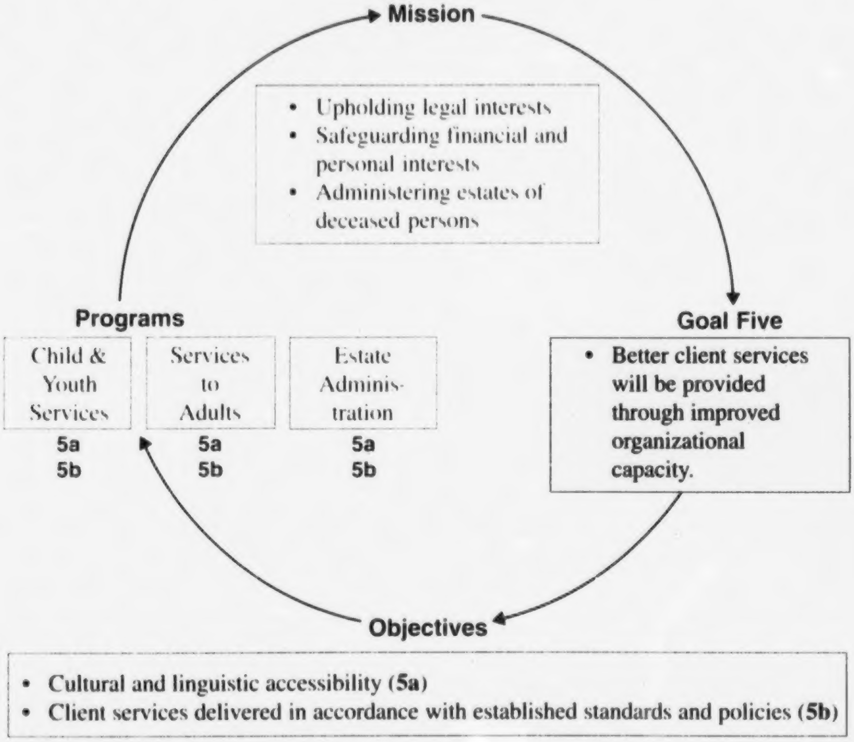
GOAL FIVE



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Programs

Child & Youth Services	Services to Adults	Estate Administration
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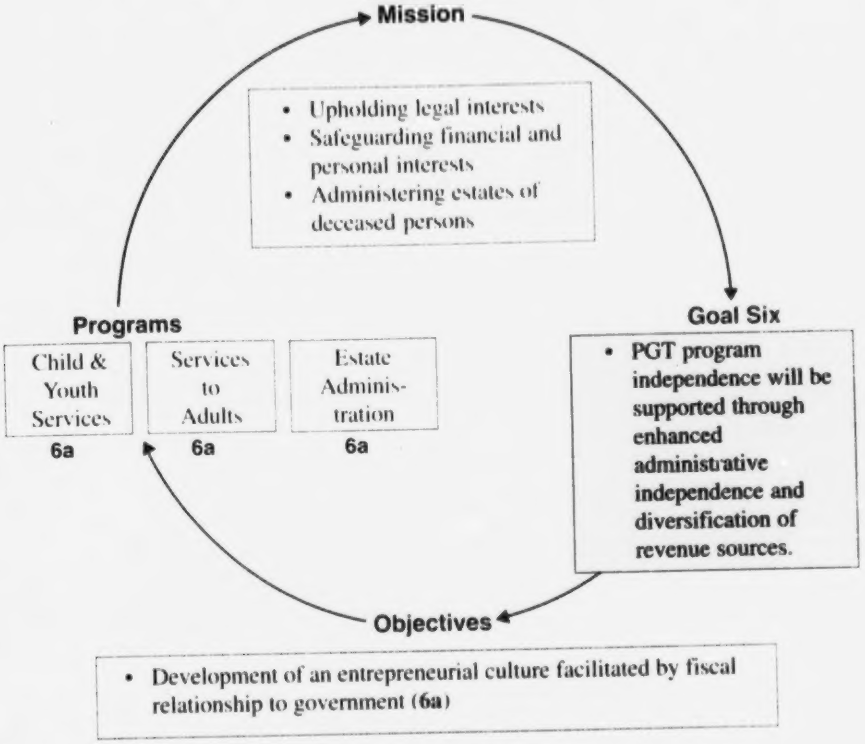
3. Linkage of Mission, Goals, Objectives and Programs (cont'd)

GOAL SIX



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- **PGT program independence will be supported through enhanced administrative independence and diversification of revenue sources.**

Objectives

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Programs

Child & Youth Services	Services to Adults	Estate Administration
6a	**6a**	**6a**

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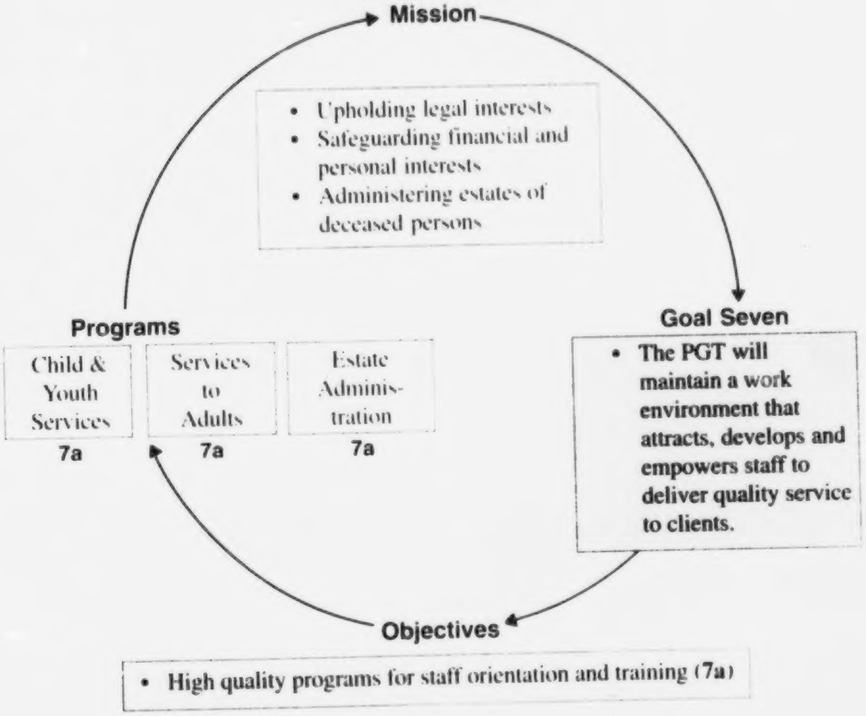

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Programs

Child & Youth Services	Services to Adults	Estate Administration
7a	**7a**	**7a**

4. Balanced Scorecard

The development of the CPP was also based on the balanced scorecard approach, an approach that focuses an organization on at least three and usually four critical areas:

- Clients
- Staff (learning and growth)
- Organization itself (internal business processes)
- Financial (the traditional method of measuring organization performance/results)

As financial management has been historically a strong focus for the PGT, the organization focused on clients, staff and the organization, with a continued financial management element throughout. The first three goals of the plan primarily address clients. Goal five and the aspect of goal one associated with the internal audit function development refer to the organization. Goal seven addresses staff learning and growth. The balanced approach was used because it "imbeds long-term strategy into the management system through the mechanism of measurement. It translates vision and strategy into a tool that effectively communicates strategic intent and motivates and tracks performance against established goals."[3]

F 2001/2002 CORPORATE PERFORMANCE RESULTS

In the course of developing the CPP and tracking and reporting on the achievement of goals, objectives, performance measures and targets, several challenges were encountered including data reliability, limitations in management information, reliance on partner organizations and lack of comparative data (either historical or extra-jurisdictional).

1. Reliability of Data

Management believes the reliability of the data used for performance measurement in this report is generally high but some variation in reliability does exist.

PGT senior management were asked to categorize the reliability of the data used in the 2001/2002 PGT performance measurement using the following three categories:

Generally data was categorized as reliable or highly reliable[4].

Highly Reliable	**Reliable**	**Somewhat Reliable**
• **information from a third party** • **objectively verifiable** • **milestones**	• **falls in between the above two definitions**	• **information based on highly selective sampling** • **very modest data (small amount) on which to extrapolate results** • **information from a third party that cannot be verified**

Third party data verification presents a challenge. However, the PGT reviewed and verified third party data produced by the Ombudsman's office, one third party source. When the Office of the Ombudsman reported that there were no substantiated complaints made against the PGT, the PGT reviewed the individual cases to determine whether any internal PGT practices had changed despite the Ombudsman reporting that the complaints were unsubstantiated. Substantiated complaints are those that the Ombudsman's Office has investigated and has recommendations/findings for the PGT to action.

As an additional data reliability check, PGT internal summary data was reviewed on a quarterly basis and also on an ad hoc basis when required throughout 2001/2002.

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[3] Balancing Measures: Best Practices in Performance Management, August, 1999, p. 11. National Partnership for Reinventing Government.

[4] Reliability related to Goal #7, Objective a, iv (survey of staff to determine if they believe they have the necessary training to do their current work well) is commented on under that performance measure in Section H. It is the most significant exception.

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2. Limitations in Computerized Performance Information

The limited availability of computerized summary reports of performance results presented a major challenge for the PGT. Only certain types of information were able to be tracked in, or reported on, using COMET, the current trust accounting system or through other computer applications used by the PGT. Much data collection was done manually and required tools to be developed for tracking and reporting purposes. This was a fairly labor intensive process. Over time, the PGT intends to increase the use of automated performance reports where applicable.

3. Contributions of Other Organizations

Although the 2001/2002 PGT performance results are largely a reflection of the work of the organization, in a broader context clients would not have been served if partner organizations and communities had not carried out their various roles.

These included:

- provincial government ministries - the Ministry of Children and Family Development, not only agreed in writing to notify the PGT of court appointments of the PGT as Guardian of Estate for children in care, but also followed through and notified the PGT within 60 days of appointment
- contracted service providers such as external investment managers managed the PGT pooled funds and reported results in a timely manner and contracted property managers managed real property and reported results as required
- professionals in the community such as:
  - the medical community provided the PGT with information regarding clients' capability status; and
  - the legal community provided the PGT with information regarding child litigation settlements

  so that the PGT was able to act in accordance with its legal obligations.

4. Comparatives

A major challenge is the difficulty of comparing PGT performance results to generally accepted service standards given that the PGT is a unique organization in British Columbia. This means that other comparisons, such as comparison with the work of other jurisdictions and past PGT performance, will need to be used to establish a benchmark.

Currently, the PGT is not able to compare organizational performance as measured in 2001/2002 with previous years because of lack of baseline data. This will be addressed in future years.

Comparability to PGT counterparts in other jurisdictions who provide similar services is also difficult, partially because the services are not identical and partially because few, if any, similar organizations have publicly available performance measurements. However, some performance measures are under development at this time by some other Public Guardians and Public Trustees and will likely be available in future years.

5. Managing the Organization

The following represent a number of ways the PGT used performance tracking and analysis to manage the organization:

(a) Backlog Reduction in Private Committee Reviews

In the case of Private Committee Services, a critical business process was modified by incorporating a risk assessment tool developed in the fiscal year previous to CPP implementation. Implementation of this tool was authorized by amendment to the *Patients Property Act* set out in the *Adult Guardianship Statutes Amendment Act, 2001*. This approach allows staff to focus more effort on high risk client situations rather than lower risk situations. The team used the performance results of the measure associated with Goal 3, Objective (c) to determine whether the changes had been effective.

(b) Streamlining Client Disbursements

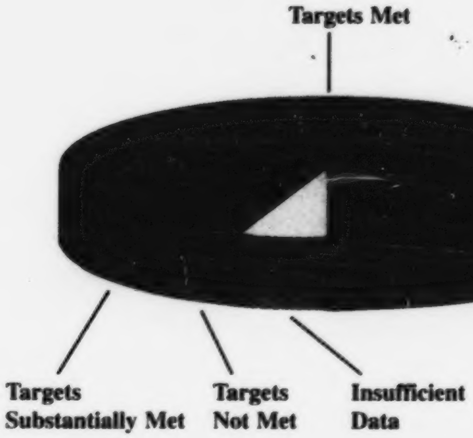
In the case of Client Financial Services, certain intermediate steps that were unnecessary for the processing of clients' disbursements (Goal 1, Objective e) were eliminated, making the process more efficient. An analysis of how clients' bills in Estate Administration could be paid faster revealed that several steps in the process could be eliminated. This allowed limited support service resources to be focused on cases requiring staff attention.

(c) Information Technology

The entire planning and implementation process associated with corporate performance provided additional stimulus to improve the PGT electronic management information system.

6. Performance Summary

In 2001/2002 the Public Guardian and Trustee achieved success (met or substantially met) in 33/35 areas of performance for those measures for which there was sufficient data. A chart indicating the overall performance of the PGT is set out below:



7. Performance Details

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Child & Youth Services

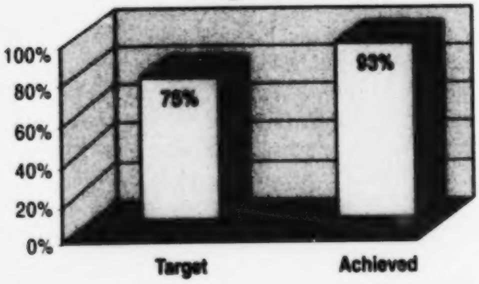
Objective

(a) Decisions regarding disbursement of property of children will be made in a timely manner.

Performance Measure and Target

(i) Percentage of decisions regarding property disbursement completed within 20 days of the Guardian/client's request. *Target - 75%*

✓ **Target Met**



One of the main activities of Child and Youth Services is that of trust management. Trust Managers consider client requests regarding disbursement of their property. It is important that these requests be dealt with in a timely manner. In 2001/2002, 2302/2480 decisions or 93% were completed within 20 days of the guardian's or client's request. 20 days was established as a reasonable standard in which to respond to the request and complete the disbursement. No previous baseline data existed. The target has been upgraded to 85% for 2002/2003 to better reflect past achieved results.

Objective

(b) The PGT will be notified of children in care of MCFD when PGT is Guardian of Estate in a timely manner.

Performance Measure and Target

(i) Agreement with MCFD by March 31, 2002 that they will notify PGT of court appointment as Guardian in a timely manner.

✓ **Target Met**

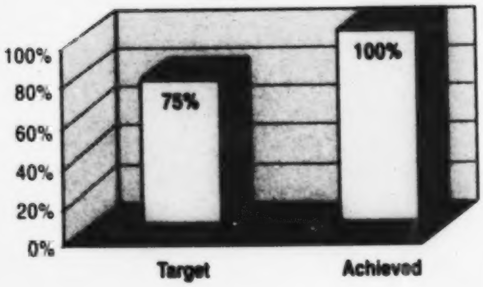
Written agreement concluded with Ministry of Children and Family Development

The PGT works with Ministry of Children and Family Development (MCFD) staff and the Director, Child, Family and Community Services, with whom the PGT shares Guardianship responsibilities, to ensure that the legal and property rights of children in continuing custody are protected. It is essential that the PGT be notified by MCFD of court appointment as Guardian of Estate for these children, so the PGT can initiate any necessary action to protect their property and financial interests. A written agreement to do so signed by the Director, Child, Family and Community Services and the PGT has been concluded. This represents a significant move forward that addresses historic shortcomings.

Performance Measure and Target

(ii) Percentage of children for whom PGT is Guardian of Estate under the *Child, Family and Community Services Act*, where the PGT is notified within 60 days of appointment. *Target - 75%*

✓ **Target Met**



Implementing the above agreement is critical so that the PGT may initiate action on behalf of children for whom the PGT is Guardian of Estate. 942 children came into continuing custody during 2001/2002 and notice of all these to the PGT occurred within 60 days of PGT appointment. A target of 75% within 60 days was set based on anecdotally-noted past performance. Sustained efforts on the part of the PGT to encourage early contact by MCFD and MCFD's positive response are reflected in the 100% rate of notification for appointments in 2001/2002. Ensuring similar compliance for notification of appointments made in prior years will be a focus in 2002/2003.

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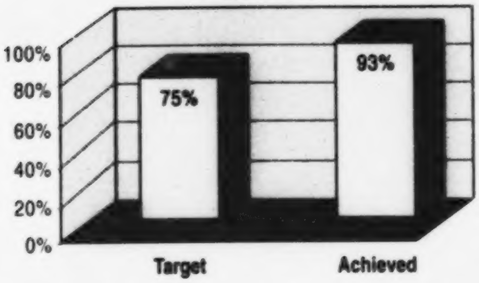

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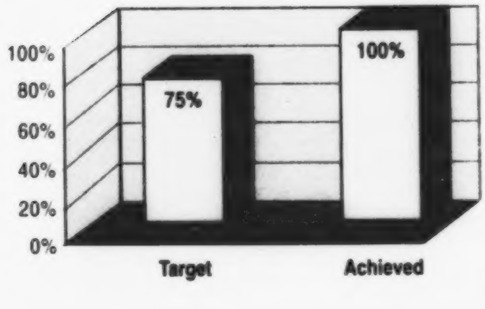

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GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

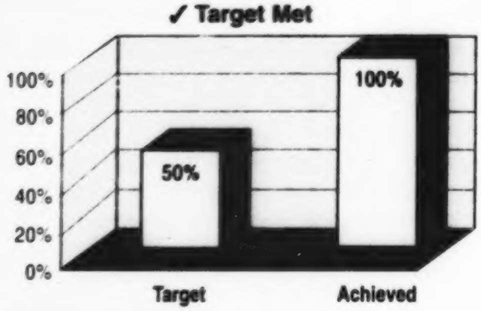
Child & Youth Services

Objective

(c) The entitlement of children in care to financial benefits and the existence of legal claims will be identified and acted upon in a timely manner.

Performance Measure and Target

(i) Percentage of cases where PGT is Guardian of Estate where financial entitlements and legal claims are identified and action commenced within 6 months of being notified by MCFD. *Target - 50%*



In order to protect the financial interests of children and youth for whom the PGT is Guardian of Estate, a timely determination of any potential financial entitlement or legal claims is essential. The PGT did this and commenced action within 6 months of being notified by MCFD in 174/174 or 100% of cases this fiscal year. The target has been raised from 50% to 70% for 2002/2003 to better reflect past achieved results.

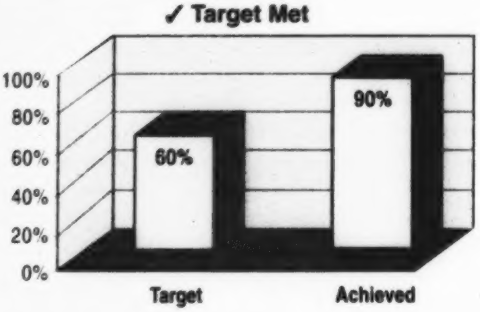
Services to Adults

Objective

(d) Property interests of Committee of Estate clients will be identified and secured.

Performance Measure and Target

(i) Within the first 3 months of PGT appointed as Committee of Estate, all known sources of client income are identified and secured. *Target - 60%*



As Committee of Estate under the *Patients Property Act*, the PGT manages the estates of approximately 3,600 adults incapable of managing their financial and legal affairs and making decisions independently. It is important that the income of these individuals be identified and secured so that their property and financial interests will be protected. Once secured, the PGT develops budgets for clients, manages clients' investments and property, pays bills and addresses any legal issues on behalf of clients. For 90% of new clients or 402/447, all known client income was identified and secured within 3 months. Due to lack of historic baseline data, the target was set too low and therefore readily achieved. Nevertheless, this measure will not be tracked and reported on next year as the PGT now knows that a high level of performance is already being achieved.

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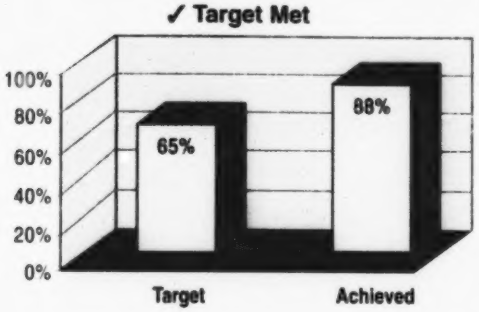


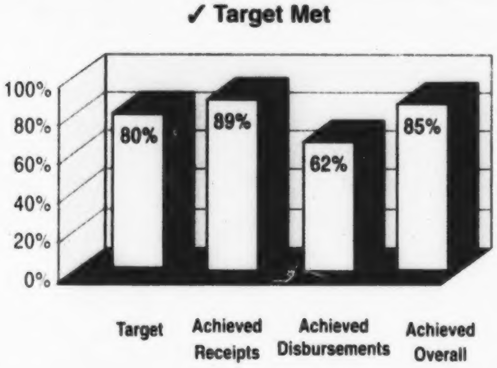
Performance Measure and Target

(ii) Percentage of PGT clients with real property where investigators provide inventory of clients effects within 3 months of PGT authority. *Target - 65%*

Investigation and inventory of clients' real property is the first stage of identifying and securing client assets and is therefore an essential element in the protection of property and financial interests of clients. The performance measure was met 36/41 times or 88% compared to a target of 65%. Under PGT policy, 30 further properties did not require an inventory of effects as the client or spouse was in the home or the real property was vacant land. This performance measure will not be a part of the 2002/2003 Performance Plan. Property inventory is one of the necessary steps that must be taken prior to developing case plans for clients. Rather, a performance measure associated with case plans will be implemented.

Objective

(e) Clients' property and assets will be managed in a timely, efficient and prudent manner.



Performance Measure and Target

(i) Percentage of client receipts processed within 5 business days and bills processed within 15 business days. *Target - 80%*

Ensuring the money clients receive is processed as soon as possible and their bills are paid on time is critical to protecting clients' financial interests and is a core activity undertaken by the PGT. This year the performance measure was viewed as a whole with an overall target of 80% for both receipts and disbursements. 85% was achieved. This was comprised of 89% for trust receipts and 62% for trust disbursements. Next year, the measure will be divided into two components for improved performance measurement. The performance achieved in 2001/2002 refers to operations generated on a manual basis for Services to Adults clients. Not included in the measure, were approximately 68,000 fixed or system-generated disbursements made in the year. These are generated and completed within one day. Including these would increase the disbursement transactions to a total of 152,666 for the year.

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Child & Youth Services

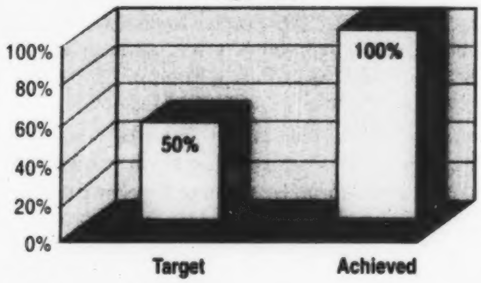
Objective

(c) The entitlement of children in care to financial benefits and the existence of legal claims will be identified and acted upon in a timely manner.

Performance Measure and Target

(i) Percentage of cases where PGT is Guardian of Estate where financial entitlements and legal claims are identified and action commenced within 6 months of being notified by MCFD. *Target - 50%*

✓ Target Met



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Services to Adults

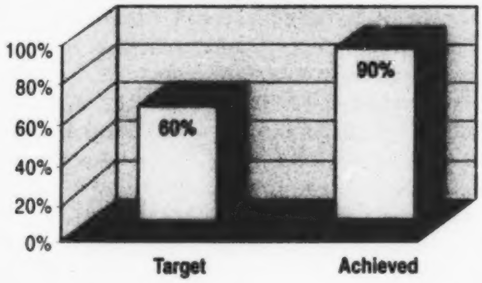
Objective

(d) Property interests of Committee of Estate clients will be identified and secured.

Performance Measure and Target

(i) Within the first 3 months of PGT appointed as Committee of Estate, all known sources of client income are identified and secured. *Target - 60%*

✓ Target Met



As Committee of Estate under the *Patients Property Act*, the PGT manages the estates of approximately 3,600 adults incapable of managing their financial and legal affairs and making decisions independently. It is important that the income of these individuals be identified and secured so that their property and financial interests will be protected. Once secured, the PGT develops budgets for clients, manages clients' investments and property, pays bills and addresses any legal issues on behalf of clients. For 90% of new clients or 402/447, all known client income was identified and secured within 3 months. Due to lack of historic baseline data, the target was set too low and therefore readily achieved. Nevertheless, this measure will not be tracked and reported on next year as the PGT now knows that a high level of performance is already being achieved.

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Services to Adults

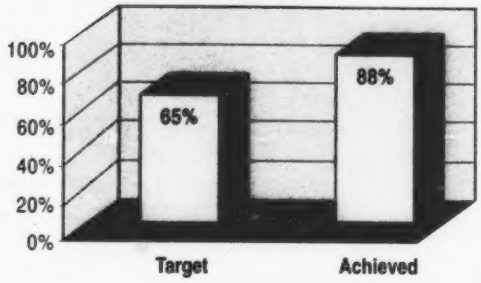
Objective

(d) Property interests of Committee of Estate clients will be identified and secured.

Performance Measure and Target

(ii) Percentage of PGT clients with real property where investigators provide inventory of clients effects within 3 months of PGT authority. *Target - 65%*

✓ **Target Met**



Investigation and inventory of clients' real property is the first stage of identifying and securing client assets and is therefore an essential element in the protection of property and financial interests of clients. The performance measure was met 36/41 times or 88% compared to a target of 65%. Under PGT policy, 30 further properties did not require an inventory of effects as the client or spouse was in the home or the real property was vacant land. This performance measure will not be a part of the 2002/2003 Performance Plan. Property inventory is one of the necessary steps that must be taken prior to developing case plans for clients. Rather, a performance measure associated with case plans will be implemented.

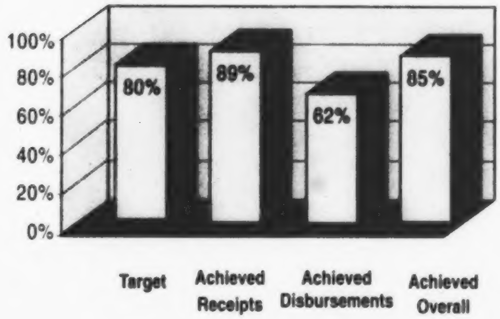
Objective

(e) Clients' property and assets will be managed in a timely, efficient and prudent manner.

Performance Measure and Target

(i) Percentage of client receipts processed within 5 business days and bills processed within 15 business days. *Target - 80%*

✓ **Target Met**



Ensuring the money clients receive is processed as soon as possible and their bills are paid on time is critical to protecting clients' financial interests and is a core activity undertaken by the PGT. This year the performance measure was viewed as a whole with an overall target of 80% for both receipts and disbursements. 85% was achieved. This was comprised of 89% for trust receipts and 62% for trust disbursements. Next year, the measure will be divided into two components for improved performance measurement. The performance achieved in 2001/2002 refers to operations generated on a manual basis for Services to Adults clients. Not included in the measure, were approximately 68,000 fixed or system-generated disbursements made in the year. These are generated and completed within one day. Including these would increase the disbursement transactions to a total of 152,666 for the year.

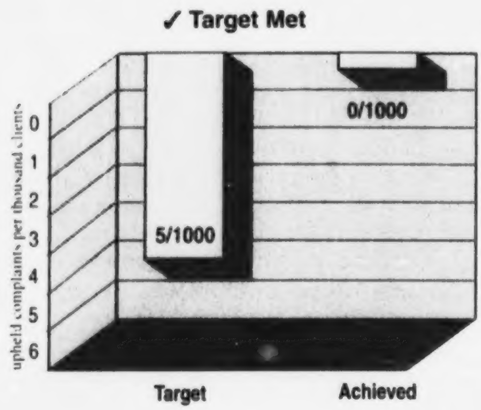
Services to Adults

Objective

(e) Clients' property and assets will be managed in a timely, efficient and prudent manner.

Performance Measure and Target

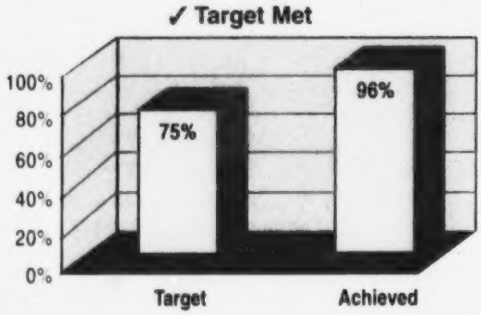
(ii) The ratio of substantiated complaints to the Ombudsman to the number of Committee of Estate clients regarding management of their property and assets will be less than 5/1000 in 2001/2002.



Clients who have concerns with the way the PGT has managed their property have recourse to both internal and external review mechanisms. External review includes requiring the PGT to pass its accounts in the Supreme Court of British Columbia. The Ombudsman is another external review mechanism and is important to measure as an objective external reflection of the level of satisfaction with PGT services. Substantiated complaints, as defined by the Ombudsman, are those that the Ombudsman has investigated and has recommendations for the PGT to action. There were no complaints to the Ombudsman that were substantiated in 2001/2002. Additionally, Ombudsman's reports of all other cases were reviewed and a determination made as to whether any internal PGT practices had changed despite the complaint being unsubstantiated. One policy was developed and the need for another two identified as a result of Ombudsman complaints.

Performance Measure and Target

(iii) Percentage of real property reports prepared within 20 working days of reporting dates and reviewed within 20 subsequent working days. *Target - 75%*



Real property reports prepared by a contracted property manager provide an overall picture of clients' property status. These reports provide the PGT with the necessary information to take necessary action so that clients' property will be managed in their best interests. 100% of the reports were prepared within the timeframe by the Property Manager and 96% were reviewed by the PGT within the timeframe. This represented 1477/1498 reviews. Tracking the performance measure assisted with ensuring that policy standards were met.

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

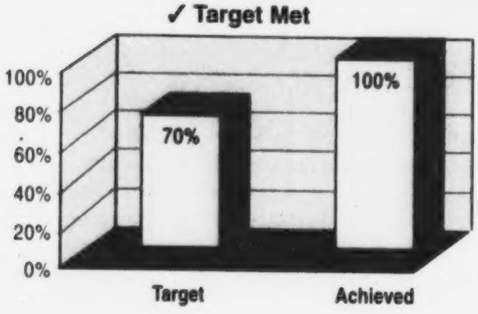
Estate Administration

Objective

(f) Deceased clients' property will be determined and secured in a timely fashion.

Performance Measure and Target

(i) Percentage of new estates for whom assets have been secured and documented within 90 days of notification of death. *Target - 70%*



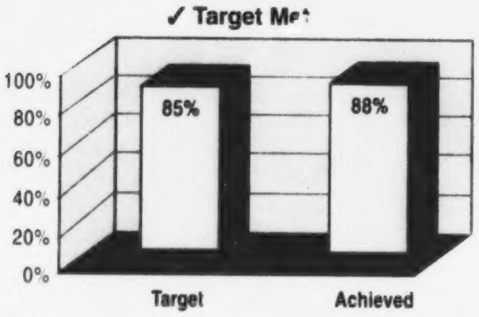
The PGT administers the estates of more than 2,000 persons who have died with no one willing and able to administer their estates or where the heirs are unknown. This is a key function of the Estate Administration Division. Securing and documenting clients' assets is a crucial first step in protecting clients' property and administering the estate. In 2001/2002, 182/182 or 100% of assets were secured within 90 days of notification of death. In retrospect, this year's target of 90 days 70% of the time was set too low as no baseline data was available to establish the target. The target for 2002/2003 has been raised so that physical assets must be secured and documented within either 15 (in 75% of the time) or 25 days (in 90% of the time) of notification of death. This more closely reflects current practice while acknowledging that there will always be more complex cases that require more time to complete.

Objective

(g) Estate distributions will be made to heirs and beneficiaries rather than escheating to the Crown.

Performance Measure and Target

(i) Money paid to heirs and beneficiaries expressed as a percentage of the total distributions (money paid to heirs and beneficiaries plus money that escheats). *Target - 85%*



The PGT administers the estates of deceased persons when no one else is willing or able to administer their estate or where heirs are unknown. In administering estates, the PGT usually acts as administrator of intestate estates. In such cases, the PGT distributes the estate to true heirs in accordance with the statutory scheme of intestate distributions established in Part 10 of the *Estate Administration Act*. Searching for heirs can be a particularly challenging task as the PGT usually has had no prior knowledge of the deceased or the deceased's heirs and there is usually no one close to the deceased who can provide this information. If the PGT is unable to find the heirs, the balance of the estate after payment of creditors and administration fees and expenses, is transferred to the Unclaimed Property Office (UPO). This measure reflects the heirs' perspective of how well the PGT performed. The target of 85% reflects historical achievements. In 2001/2002, 88% of the total funds in all estate distributions went to heirs and beneficiaries. 12% was transferred to the Unclaimed Property Office where it may be claimed by the heirs if they come forward.

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

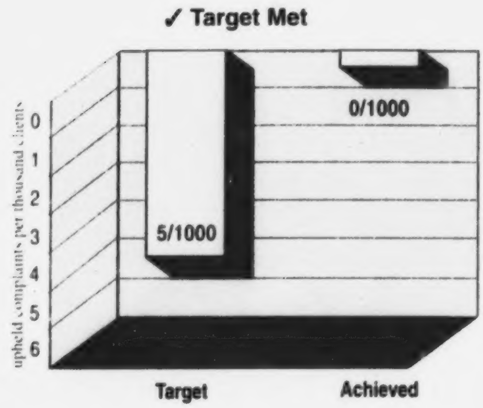
Services to Adults

Objective

(e) Clients' property and assets will be managed in a timely, efficient and prudent manner.

Performance Measure and Target

(ii) The ratio of substantiated complaints to the Ombudsman to the number of Committee of Estate clients regarding management of their property and assets will be less than 5/1000 in 2001/2002.


✓ Target Met

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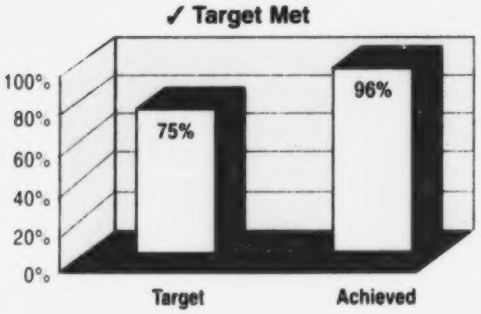
Performance Measure and Target

(iii) Percentage of real property reports prepared within 20 working days of reporting dates and reviewed within 20 subsequent working days. *Target - 75%*


✓ Target Met

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GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Estate Administration

Objective

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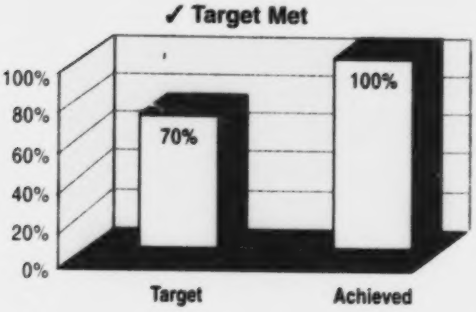
Performance Measure and Target

(i) Percentage of new estates for whom assets have been secured and documented within 90 days of notification of death. *Target - 70%*



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Objective

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Performance Measure and Target

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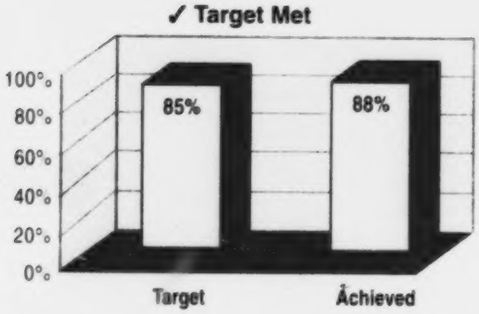

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GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

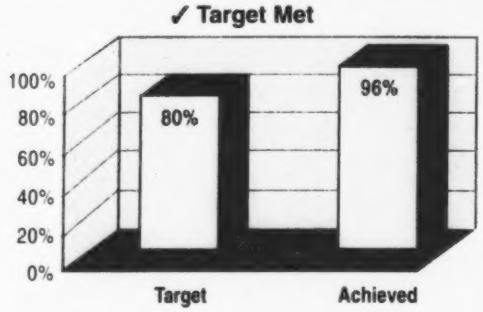
Estate Administration

Objective

(h) Beneficiaries will be protected from percentage-based heir tracers.

Performance Measure and Target

(i) Percentage of estate distributions that pay directly to the rightful heirs with no percentage-based heir tracers involved. *Target - 80%*



PGT staff attempt to locate heirs of deceased estates and, if necessary, retain reputable heir tracers on an hourly basis to locate heirs. Percentage-based heir locators are those that attempt to locate heirs directly and induce the heirs to pay a percentage of their inheritance in return for linking the heirs with the estate administrator. They are not hired by the PGT and their services are often not needed. Unnecessary percentage-based heir tracer involvement is to the detriment of beneficiaries who give up a share of their inheritance to the heir tracer. The 80% target reflects the uncertain environment in which the PGT operates - the number and aggressiveness of heir tracers operating in BC or worldwide on BC estates at any given time affects the ability of the PGT to achieve a stated target. The PGT was successful in distributing estates directly to the rightful heirs with no percentage-based heir tracers involved in 96% of the estate distributions in 2001/2002.

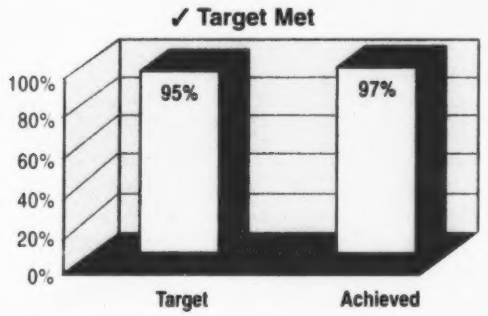
Organization-Wide Services

Objective

(i) New prudent investment opportunities provided for under the *Public Guardian and Trustee Act* will be implemented.

Performance Measure and Target

(i) Personalized investment plans developed for 95% of clients with financial assets over threshold amounts. *Target - $100,000*



The PGT holds in trust more than $586 million of net assets. It is a fiduciary responsibility that the PGT act in the best interest of clients so that their property and financial interests will be protected. New prudent investment opportunities provided for under the *Public Guardian and Trustee Act* have broadened the investment universe and provided opportunities for expanded investment vehicles. In 2001/2002, the PGT developed investment plans for clients with financial assets over $100,000 in relation to the expanded investment vehicles. 611/630 or 97% of clients with financial assets over $100,000 (as of September 30, 2001) had investment plans developed by March 31, 2002. The target of 95% was difficult to meet and only accomplished as a result of a major effort on behalf of PGT staff. In 2002/2003, the PGT will continue the investment planning initiative to include clients with financial assets over $50,000.

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Organization-Wide Services

Objective

(i) New prudent investment opportunities provided for under the *Public Guardian and Trustee Act* will be implemented.

Performance Measure and Target

(ii) Specialized investment pools established by March 31, 2002.

The expanded investment vehicles provided for under the *Public Guardian and Trustee Act* allowed for the establishment of specialized investment pools. Three specialized pools - Premium Money Market, Balanced Income and Balanced Growth, were in existence by March 31, 2002.

✓ Target Met

- **PGT Premium Money Market Fund**
- **PGT Balanced Income Fund**
- **PGT Balanced Growth Fund**

Performance Measure and Target

(iii) Performance benchmarks established by March 31, 2002.

Tracking investment performance is important in protecting the property and financial interests of PGT clients. Benchmarks to measure investment performance were established in conjunction with the development of the specialized investment pools and were in place by the end of March, 2002. The PGT's Investment Advisory Committee reviewed the investment policy statements defining investment performance benchmarks and agreed with their suitability.

✓ Target Met

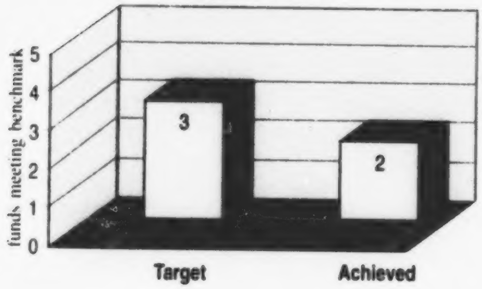
- **Strategic investment policies established**
- **Benchmarks established**

Performance Measure and Target

(iv) Investment returns for all three pooled funds match or exceed established benchmarks.

Investment managers provide pool performance reports quarterly as of March 31, June 30, September 30 and December 31. The following chart indicates pooled fund performance for the year ending March 31, 2002. Pooled Fund quarterly returns met or exceeded their investment benchmarks nine quarters out of twelve. Two out of the three funds (Premium Money Market and Balanced Growth Funds) achieved their targets in every quarter.

X Target Not Met



GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Estate Administration

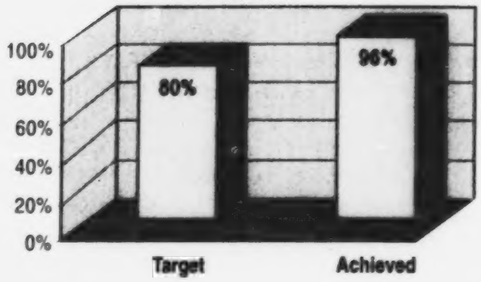
Objective

(h) Beneficiaries will be protected from percentage-based heir tracers.

Performance Measure and Target

(i) Percentage of estate distributions that pay directly to the rightful heirs with no percentage-based heir tracers involved. *Target - 80%*

✓ Target Met



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Organization-Wide Services

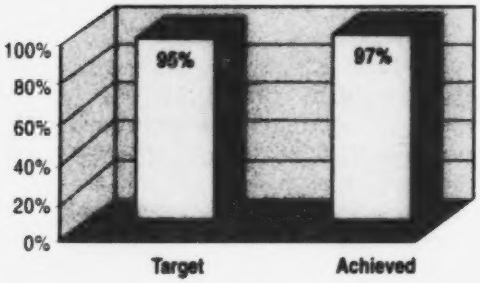
Objective

(i) New prudent investment opportunities provided for under the *Public Guardian and Trustee Act* will be implemented.

Performance Measure and Target

(i) Personalized investment plans developed for 95% of clients with financial assets over threshold amounts. *Target - $100,000*

✓ Target Met



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GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Organization-Wide Services

Objective

(i) New prudent investment opportunities provided for under the *Public Guardian and Trustee Act* will be implemented.

Performance Measure and Target

(ii) Specialized investment pools established by March 31, 2002.

✓ Target Met

- **PGT Premium Money Market Fund**
- **PGT Balanced Income Fund**
- **PGT Balanced Growth Fund**

The expanded investment vehicles provided for under the *Public Guardian and Trustee Act* allowed for the establishment of specialized investment pools. Three specialized pools - Premium Money Market, Balanced Income and Balanced Growth, were in existence by March 31, 2002.

Performance Measure and Target

(iii) Performance benchmarks established by March 31, 2002.

✓ Target Met

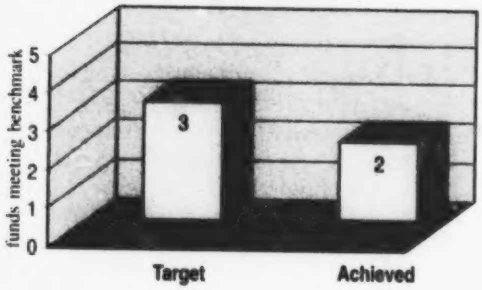
- **Strategic investment policies established**
- **Benchmarks established**

Tracking investment performance is important in protecting the property and financial interests of PGT clients. Benchmarks to measure investment performance were established in conjunction with the development of the specialized investment pools and were in place by the end of March, 2002. The PGT's Investment Advisory Committee reviewed the investment policy statements defining investment performance benchmarks and agreed with their suitability.

Performance Measure and Target

(iv) Investment returns for all three pooled funds match or exceed established benchmarks.

X Target Not Met



Investment managers provide pool performance reports quarterly as of March 31, June 30, September 30 and December 31. The following chart indicates pooled fund performance for the year ending March 31, 2002. Pooled Fund quarterly returns met or exceeded their investment benchmarks nine quarters out of twelve. Two out of the three funds (Premium Money Market and Balanced Growth Funds) achieved their targets in every quarter.

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Organization-Wide Services

2001/2002 Pooled Funds Quarterly Performance *(BM = benchmark)*

Quarter/ Fund	*Quarter 1*	*Quarter 2*	*Quarter 3*	*Quarter 4*	*Overall*
Premium Money Market	Met target (exceeded BM by 0.1%)	Met target (exceeded BM by 0.2%)	Met target (met BM)	Met target (met BM)	Met performance measure 4/4 quarters
Balanced Income	Missed target (lagged BM by 0.1%)	Missed target (lagged BM by 1.2%)	Met target (exceeded BM by 0.6%)	Missed target (lagged BM by 0.1%)	Met performance measure 1/4 quarters
Balanced Growth	Exceeded one month benchmark (fund only established June 1, 2001)	Met target (exceeded BM by 0.4%)	Met target (met BM)	Met target (exceeded BM by 0.1%)	Met performance measure 4/4 quarters

The intention of this measure was to establish a standard to measure the PGT's selection and continued use of the right investment manager measured by their performance over time, not whether each pooled fund's return meets or exceeds the target policy benchmark quarterly. Normal investment industry practice is to measure manager performance using a rolling average. Consequently, in the subsequent performance years, the PGT will use a rolling average to measure investment performance against the fund benchmarks. If this method had been used in 2001/2002, all three pooled funds would have met or exceeded their benchmarks.

Objective

(j) Enhanced control over financial transactions involving client assets will be ensured.

✓ **Target Met**

Internal audit mandate approved and internal audit policy established.

Performance Measure and Target

(i) Internal audit function and mandate established by March 31, 2002.

One of the methods of enhancing control over financial transactions involving client assets is to have periodic reviews of the process so that potential control issues can be identified and necessary improvements can be made. An internal audit function would help facilitate this. The mandate for an internal audit function was approved by the PGT Executive Committee, an internal audit policy established and one audit commenced in 2001/2002. An internal audit plan will be established and further internal audits will begin in 2002/2003.

GOAL #2 — PERSONAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Child & Youth Services

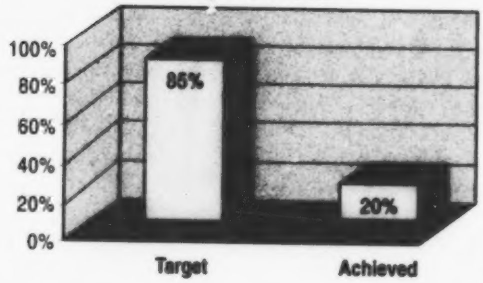
Objective

(a) Personal care needs for clients awarded funds over $50,000 for cost of future care will be considered in a timely manner and reviewed annually.

Performance Measure and Target

(i) Percentage of assessments of care needs and associated costs carried out within 60 days of PGT being named Trustee. *Target - 85%*

X Target Not Met

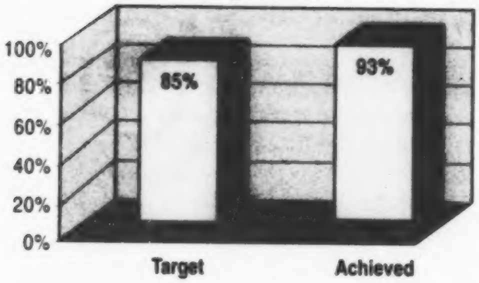


One of the key functions of Child and Youth Services is that of trust management. Prior to making disbursements from a child's trust fund, the PGT assesses the care needs and their associated costs for the child and develops a budget to ensure the personal interests related to the costs of care will be protected. In cases where the funds awarded to the client for the costs of future care are over $50,000, it is particularly important for the PGT to consult with the parents of the child prior to the budget development. In 2001/2002, 1 of 5 or 20% of assessments of care needs and their costs were carried out within 60 days. The target was not met for a variety of reasons including outstanding legal issues and the complexity of the situations. The measure for 2002/2003 has been adjusted to allow for a more realistic timeframe that reflects the inherent challenges associated with it. Although it is expected that the number of clients requiring this assistance will remain small (there were just 5 such cases in 2001/2002), the amount of the settlements or trial awards is high (over $50,000) and therefore performance associated with it should be tracked.

Performance Measure and Target

(ii) Percentage of clients awarded funds in excess of $50,000 for cost of future care whose budget plans are reviewed annually. *Target - 85%*

✓ Target Met



Once established, it is important to annually review budget plans for minors awarded more than $50,000 for costs of future care to ensure that their personal interests will be protected and their needs will continue to be met through disbursements from the trust where appropriate. 93% of these plans were reviewed in 2001/2002. The target has been raised for 2002/2003 to reflect past achieved results.

GOAL #1 — PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Organization-Wide Services

2001/2002 Pooled Funds Quarterly Performance *(BM = benchmark)*

Quarter/ Fund	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Overall
Premium Money Market	Met target (exceeded BM by 0.1%)	Met target (exceeded BM by 0.2%)	Met target (met BM)	Met target (met BM)	Met performance measure 4/4 quarters
Balanced Income	Missed target (lagged BM by 0.1%)	Missed target (lagged BM by 1.2%)	Met target (exceeded BM by 0.6%)	Missed target (lagged BM by 0.1%)	Met performance measure 1/4 quarters
Balanced Growth	Exceeded one month benchmark (fund only established June 1, 2001)	Met target (exceeded BM by 0.4%)	Met target (met BM)	Met target (exceeded BM by 0.1%)	Met performance measure 4/4 quarters

The intention of this measure was to establish a standard to measure the PGT's selection and continued use of the right investment manager measured by their performance over time, not whether each pooled fund's return meets or exceeds the target policy benchmark quarterly. Normal investment industry practice is to measure manager performance using a rolling average. Consequently, in the subsequent performance years, the PGT will use a rolling average to measure investment performance against the fund benchmarks. If this method had been used in 2001/2002, all three pooled funds would have met or exceeded their benchmarks.

Objective

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✓ **Target Met**

Internal audit mandate approved and internal audit policy established.

Performance Measure and Target

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One of the methods of enhancing control over financial transactions involving client assets is to have periodic reviews of the process so that potential control issues can be identified and necessary improvements can be made. An internal audit function would help facilitate this. The mandate for an internal audit function was approved by the PGT Executive Committee, an internal audit policy established and one audit commenced in 2001/2002. An internal audit plan will be established and further internal audits will begin in 2002/2003.

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Child & Youth Services

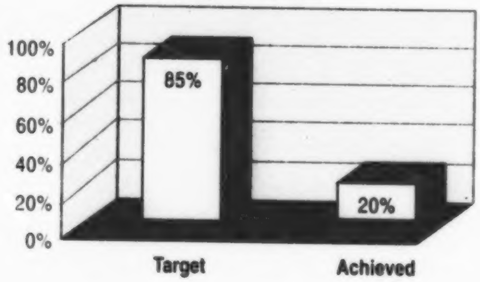
Objective

(a) Personal care needs for clients awarded funds over $50,000 for cost of future care will be considered in a timely manner and reviewed annually.

Performance Measure and Target

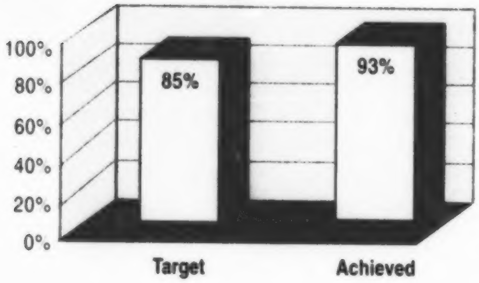
(i) Percentage of assessments of care needs and associated costs carried out within 60 days of PGT being named Trustee. *Target - 85%*

X Target Not Met



One of the key functions of Child and Youth Services is that of trust management. Prior to making disbursements from a child's trust fund, the PGT assesses the care needs and their associated costs for the child and develops a budget to ensure the personal interests related to the costs of care will be protected. In cases where the funds awarded to the client for the costs of future care are over $50,000, it is particularly important for the PGT to consult with the parents of the child prior to the budget development. In 2001/2002, 1 of 5 or 20% of assessments of care needs and their costs were carried out within 60 days. The target was not met for a variety of reasons including outstanding legal issues and the complexity of the situations. The measure for 2002/2003 has been adjusted to allow for a more realistic timeframe that reflects the inherent challenges associated with it. Although it is expected that the number of clients requiring this assistance will remain small (there were just 5 such cases in 2001/2002), the amount of the settlements or trial awards is high (over $50,000) and therefore performance associated with it should be tracked.

✓ Target Met



Performance Measure and Target

(ii) Percentage of clients awarded funds in excess of $50,000 for cost of future care whose budget plans are reviewed annually. *Target - 85%*

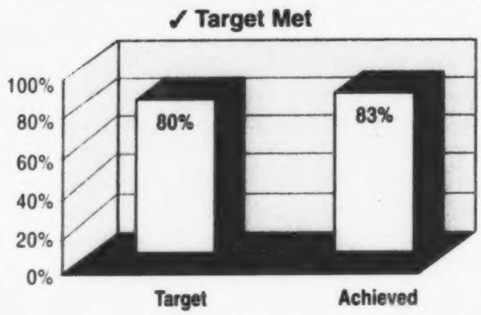
Once established, it is important to annually review budget plans for minors awarded more than $50,000 for costs of future care to ensure that their personal interests will be protected and their needs will continue to be met through disbursements from the trust where appropriate. 93% of these plans were reviewed in 2001/2002. The target has been raised for 2002/2003 to reflect past achieved results.

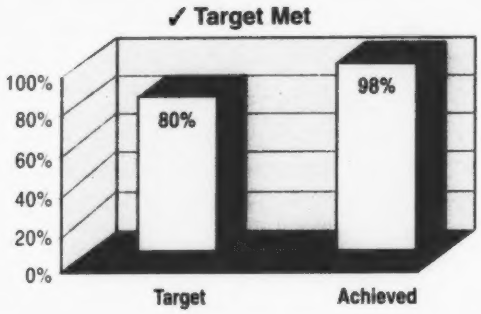
GOAL #2 — PERSONAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Services to Adults

Objective

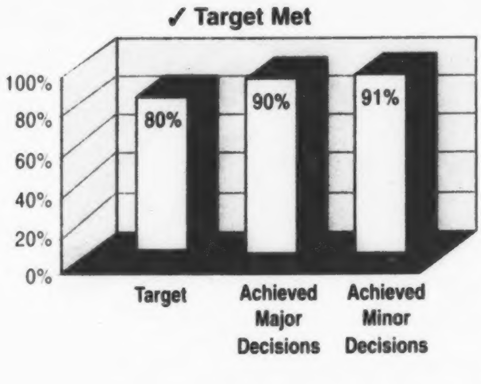
(b) Individualized case management plans will be developed and implemented for clients for whom the PGT acts as Committee of Person.





Objective

(c) Health care decisions will be made in a high quality and timely manner.



Performance Measure and Target

(i) Percentage of persons for whom the PGT is Committee of Person who receive a visit within 6 weeks of PGT appointment. *Target - 80%*

The PGT is appointed Committee of Person by court order and makes health and personal care decisions such as consent to admission to a facility on behalf of incapable adults to protect their personal interests. It is important that the PGT meet with the client so that a quality case management plan can be developed for the client. 5/6 or 83% of clients received a visit within 6 weeks of PGT appointment as Committee of Person. The target has been raised for 2002/2003 to reflect past achieved results and to raise the standard.

Performance Measure and Target

(ii) Percentage of clients for whom PGT is Committee of Person that have a case management plan and whose plan is reviewed annually. *Target - 80%*

Adults who are deemed incapable of making personal and health care decisions for themselves and, for whom the PGT is Committee of Person, have a case management plan developed for them as a way of holistically and proactively addressing their needs. The plan should be flexible and reviewed as needed and at least annually. In 2001/2002, the PGT had a case management plan for and reviewed the case plans of 118/120 or 98% of Committee of Person clients.

Performance Measure and Target

(i) Percentage of minor health care decisions made within 1 day of all relevant information being received and major health care decisions made within 3 working days of all relevant information being received. *Target - 80%*

The PGT is called upon to protect the personal interests of incapable adults by making health care decisions on their behalf when asked to act as Temporary Substitute Decision Maker under the *Health Care (Consent) and Care Facility (Admission) Act.* 70 private Temporary Substitute Decision Makers were authorized by the PGT. More than 500 health care consent decisions were made in 2001/2002. The timeliness of decisions is important to the health of the individual as well as to the health care system itself. In 2001/2002, 90% of major health care (e.g., major surgery, radiation therapy, intravenous chemotherapy and kidney dialysis) decisions were made within three working days of receiving all relevant information and 91% of minor health care decisions were made within one working day of all relevant information being received.

GOAL #2 — PERSONAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

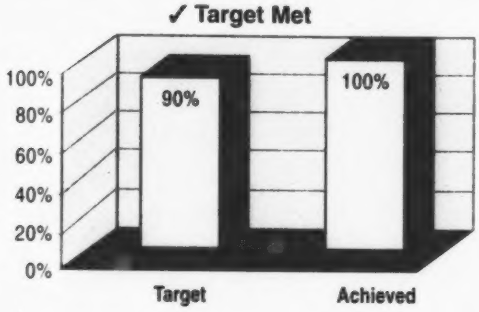
Services to Adults

Objective

(c) Health care decisions will be made in a high quality and timely manner.

Performance Measure and Target

(ii) Percentage of health care decisions made by the PGT that are not substantially changed by the Health Care and Care Facility Review Board or the Supreme Court of British Columbia. *Target - 90%*



Any health care decision made by a Temporary Substitute Decision Maker can be challenged by asking for the decision to be reviewed by the Health Care and Care Facility Review Board. The Board can uphold the decision of the Temporary Substitute Decision Maker or can vary or reverse the decision. Decisions of the Board can be appealed to the Supreme Court of British Columbia. Decisions made by the PGT that are not substantially changed by either process are an indicator of the quality of the decision. Of the more than 500 decisions made by the PGT, only one review took place in 2001/2002 and the PGT's decision was not substantially changed by the Review Board. The number of decisions by the Review Board was expected to be low. Factors such as the inconvenience of appealing to a Review Board, may have influenced the number of decision challenges received by the Review Board.

GOAL #3 — STATUTORY PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN A TIMELY AND FAIR MANNER

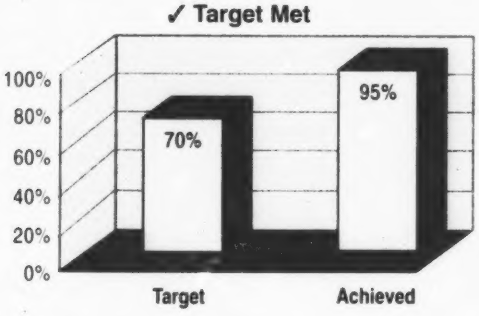
Child & Youth Services

Objective

(a) Settlement reviews of children's legal claims will be carried out in a timely and expert fashion.

Performance Measure and Target

(i) Percentage of proposed settlements that are reviewed and the parties are advised of the PGT position within 60 days of all relevant information being received. *Target - 70%*



The PGT reviews all settlements made on behalf of minors for unliquidated damages (e.g., wrongful death of a parent, damages for personal injury arising from motor vehicle accidents, medical malpractice, dog bites or circumstances invoking occupiers' liability), totalling approximately 1,500 per year. Settlements of $50,000 or less are reviewed and approved independently by the PGT without intervention by the court. This statutory service is done to protect minors' property rights in obtaining fair and reasonable compensation from the negligent parties or their insurers. In 2001/2002, the PGT reviewed the proposed settlements and advised the parties of the PGT position within 60 days of all relevant information being received 1,016/1,068 or 95% of the time. The target has been raised for the 2002/2003 year.

GOAL #2 — PERSONAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

Services to Adults

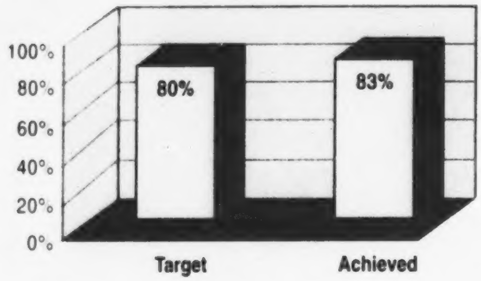
Objective

(b) Individualized case management plans will be developed and implemented for clients for whom the PGT acts as Committee of Person.

Performance Measure and Target

(i) Percentage of persons for whom the PGT is Committee of Person who receive a visit within 6 weeks of PGT appointment. *Target - 80%*

✓ Target Met



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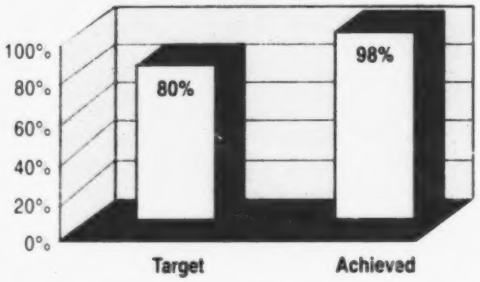
Performance Measure and Target

(ii) Percentage of clients for whom PGT is Committee of Person that have a case management plan and whose plan is reviewed annually. *Target - 80%*

✓ Target Met



Adults who are deemed incapable of making personal and health care decisions for themselves and, for whom the PGT is Committee of Person, have a case management plan developed for them as a way of holistically and proactively addressing their needs. The plan should be flexible and reviewed as needed and at least annually. In 2001/2002, the PGT had a case management plan for and reviewed the case plans of 118/120 or 98% of Committee of Person clients.

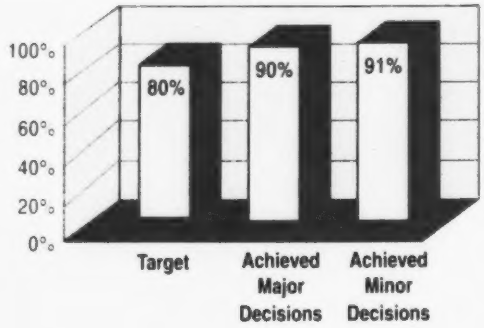
Objective

(c) Health care decisions will be made in a high quality and timely manner.

Performance Measure and Target

(i) Percentage of minor health care decisions made within 1 day of all relevant information being received and major health care decisions made within 3 working days of all relevant information being received. *Target - 80%*

✓ Target Met



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GOAL #2 — PERSONAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED

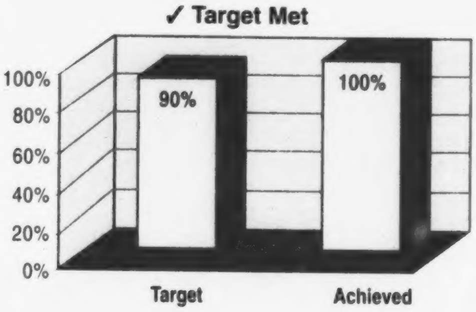
Services to Adults

Objective

(c) Health care decisions will be made in a high quality and timely manner.

Performance Measure and Target

(ii) Percentage of health care decisions made by the PGT that are not substantially changed by the Health Care and Care Facility Review Board or the Supreme Court of British Columbia. *Target - 90%*



Any health care decision made by a Temporary Substitute Decision Maker can be challenged by asking for the decision to be reviewed by the Health Care and Care Facility Review Board. The Board can uphold the decision of the Temporary Substitute Decision Maker or can vary or reverse the decision. Decisions of the Board can be appealed to the Supreme Court of British Columbia. Decisions made by the PGT that are not substantially changed by either process are an indicator of the quality of the decision. Of the more than 500 decisions made by the PGT, only one review took place in 2001/2002 and the PGT's decision was not substantially changed by the Review Board. The number of decisions by the Review Board was expected to be low. Factors such as the inconvenience of appealing to a Review Board, may have influenced the number of decision challenges received by the Review Board.

GOAL #3 — STATUTORY PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN A TIMELY AND FAIR MANNER

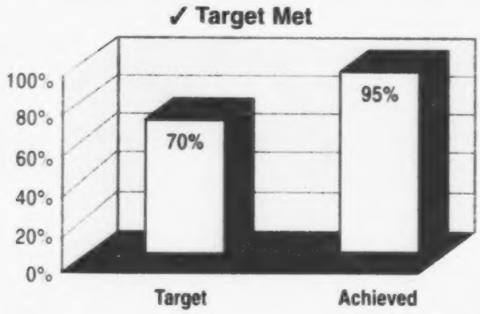
Child & Youth Services

Objective

(a) Settlement reviews of children's legal claims will be carried out in a timely and expert fashion.

Performance Measure and Target

(i) Percentage of proposed settlements that are reviewed and the parties are advised of the PGT position within 60 days of all relevant information being received. *Target - 70%*



The PGT reviews all settlements made on behalf of minors for unliquidated damages (e.g., wrongful death of a parent, damages for personal injury arising from motor vehicle accidents, medical malpractice, dog bites or circumstances invoking occupiers' liability), totalling approximately 1,500 per year. Settlements of $50,000 or less are reviewed and approved independently by the PGT without intervention by the court. This statutory service is done to protect minors' property rights in obtaining fair and reasonable compensation from the negligent parties or their insurers. In 2001/2002, the PGT reviewed the proposed settlements and advised the parties of the PGT position within 60 days of all relevant information being received 1,016/1,068 or 95% of the time. The target has been raised for the 2002/2003 year.

GOAL #3 — STATUTORY PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN A TIMELY AND FAIR MANNER

Child & Youth Services

Objective

(a) Settlement reviews of children's legal claims will be carried out in a timely and expert fashion.

N/A

Insufficient Data

Performance Measure and Target

(ii) Percentage of proposed settlements over $50,000 where the court substantially accepts PGT recommendations for improvement. *Target - 85%*

For reviews of proposed child litigation settlements over $50,000, the PGT makes written recommendations to the court. Approval or rejection of the settlements is made by the court. Approximately 120 of the 1,500 proposed settlements reviewed each year by the PGT are in excess of $50,000. In 2001/2002, of these 120 cases, in seven of them the PGT was unable to persuade the parties submitting the settlement to amend the terms of the settlement in accordance with the PGT recommendations. Of those 7 cases, in 4 (57%) the court agreed with the PGT recommendations and in 3 did not. This performance measure is inadequate in that it purports to measure quality based on far too small a sample of all settlements (<0.5%). Of the 1,500 infant settlements reviewed by the PGT each year, the PGT recommends a change to the terms of the proposed settlement to which the parties submitting the settlement agree in approximately 1 in 4 cases. For 2002/2003, in order to broaden the statistical base on which quality is measured, the PGT is asking the Supreme Court Judiciary directly (via a survey) as to their level of satisfaction with the infant settlement recommendations made by the PGT.

Services to Adults

Objective

(b) PGT will protect vulnerable incapable adults at risk for abuse, neglect and self-neglect.

N/A

Insufficient Data

Performance Measure and Target

(i) Percentage of requests by Designated Agencies for an assessment of incapability under Part 3 of the *Adult Guardianship Act* where the PGT authorized the assessment within 5 working days of request by Designated Agency. *Target - 75%*

Under the *Public Guardian and Trustee Act*, the PGT is mandated to protect incapable adults who are vulnerable to abuse, neglect and self-neglect by authorizing an assessment of their capability status. Health authorities and MCFD (designated under Part 3 of the *Adult Guardianship Act*) request such an assessment following an investigation when they are applying to the Provincial Court for a support and assistance order. If the adult is assessed as being incapable, a support and assistance plan is then developed by the designated agency. In 2001/2002, 67% or 2/3 requests for an incapability assessment were authorized within 5 working days. This performance measure has proved to be inadequate because it measures an indirect contribution to the objective and because it is measuring a very small amount of activity. A different and improved performance measure to achieve the same objective has been developed for 2002/2003. It involves tracking the number of times the PGT has, under the asset protection provisions of the *Public Guardian and Trustee Act*, protected the assets of incapable adults in vulnerable situations so that those persons who are about to take financial advantage of the adult will be unable to do so. In 2001/2002 this authority was exercised approximately 21 times.

GOAL #3 — STATUTORY PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN A TIMELY AND FAIR MANNER

Services to Adults

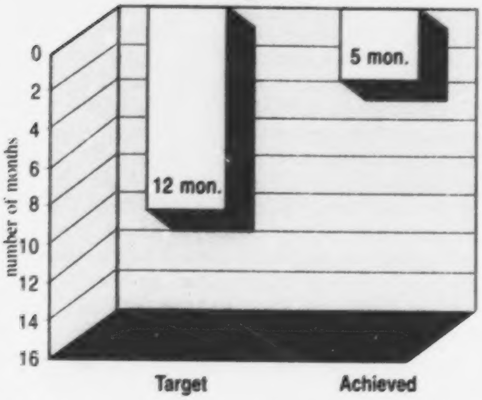
Objective

(c) Private Committee reviews will be completed in a timely manner.

Performance Measure and Target

(i) Median duration from date of receipt to completion of review. *Target - 12 months*

✓ Target Met



The PGT monitors the activities of Private Committees appointed by the Supreme Court under the *Patients Property Act* to manage the affairs of adults who are unable to make their own financial, legal and/or personal and health care decisions. One of the main functions the PGT does to monitor the activities of Private Committees, is to review and, if appropriate, pass the accounts of funds administered by Private Committees. Timeliness of this activity is important as Private Committees administer over $700 million of their clients' assets. Funds could be misused if action is not taken by the PGT in a timely manner.

GOAL #4 — THE PGT WILL TAKE A LEADERSHIP ROLE IN PUBLIC AND SOCIAL POLICY ISSUES AFFECTING OUR CLIENTS

Child & Youth Services

Objective

(a) An enhanced method of protecting children's interests in class proceedings will be defined.

Performance Measure and Target

(i) Identification of improved mechanisms for notification procedures and settlement implementation by March 31, 2002.

✓ Target Met

Report Completed and delivered to the Attorney General

Since the coming into force of the *Class Proceedings Act* in 1996, both the Supreme Court of British Columbia and the PGT have considered various ways to protect the rights of persons under a legal disability (children or adults with a mental disability) in the context of class proceedings. Certain rules and responsibilities have provided the court and the PGT with a foundation for intervening to ensure the rights of persons under a legal disability are not overlooked in class proceedings. In 2001/2002, the PGT prepared a report examining four class action proceedings and two representative actions to identify issues requiring further exploration and analysis and to make recommendations for changes to the *Class Proceedings Act* to better protect the rights of persons under a legal disability. The report was forwarded during the year to the Attorney General and will be considered as part of the current Civil Liability Review being carried out by the Attorney General.

GOAL #3 — STATUTORY PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN A TIMELY AND FAIR MANNER

Child & Youth Services

Objective

(a) Settlement reviews of children's legal claims will be carried out in a timely and expert fashion.

N/A

Insufficient Data

Performance Measure and Target

(ii) Percentage of proposed settlements over $50,000 where the court substantially accepts PGT recommendations for improvement. *Target - 85%*

For reviews of proposed child litigation settlements over $50,000, the PGT makes written recommendations to the court. Approval or rejection of the settlements is made by the court. Approximately 120 of the 1,500 proposed settlements reviewed each year by the PGT are in excess of $50,000. In 2001/2002, of these 120 cases, in seven of them the PGT was unable to persuade the parties submitting the settlement to amend the terms of the settlement in accordance with the PGT recommendations. Of those 7 cases, in 4 (57%) the court agreed with the PGT recommendations and in 3 did not. This performance measure is inadequate in that it purports to measure quality based on far too small a sample of all settlements (<0.5%). Of the 1,500 infant settlements reviewed by the PGT each year, the PGT recommends a change to the terms of the proposed settlement to which the parties submitting the settlement agree in approximately 1 in 4 cases. For 2002/2003, in order to broaden the statistical base on which quality is measured, the PGT is asking the Supreme Court Judiciary directly (via a survey) as to their level of satisfaction with the infant settlement recommendations made by the PGT.

Services to Adults

Objective

(b) PGT will protect vulnerable incapable adults at risk for abuse, neglect and self-neglect.

N/A

Insufficient Data

Performance Measure and Target

(i) Percentage of requests by Designated Agencies for an assessment of incapability under Part 3 of the *Adult Guardianship Act* where the PGT authorized the assessment within 5 working days of request by Designated Agency. *Target - 75%*

Under the *Public Guardian and Trustee Act*, the PGT is mandated to protect incapable adults who are vulnerable to abuse, neglect and self-neglect by authorizing an assessment of their capability status. Health authorities and MCFD (designated under Part 3 of the *Adult Guardianship Act*) request such an assessment following an investigation when they are applying to the Provincial Court for a support and assistance order. If the adult is assessed as being incapable, a support and assistance plan is then developed by the designated agency. In 2001/2002, 67% or 2/3 requests for an incapability assessment were authorized within 5 working days. This performance measure has proved to be inadequate because it measures an indirect contribution to the objective and because it is measuring a very small amount of activity. A different and improved performance measure to achieve the same objective has been developed for 2002/2003. It involves tracking the number of times the PGT has, under the asset protection provisions of the *Public Guardian and Trustee Act*, protected the assets of incapable adults in vulnerable situations so that those persons who are about to take financial advantage of the adult will be unable to do so. In 2001/2002 this authority was exercised approximately 21 times.

GOAL #3 — STATUTORY PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN A TIMELY AND FAIR MANNER

Services to Adults

Objective

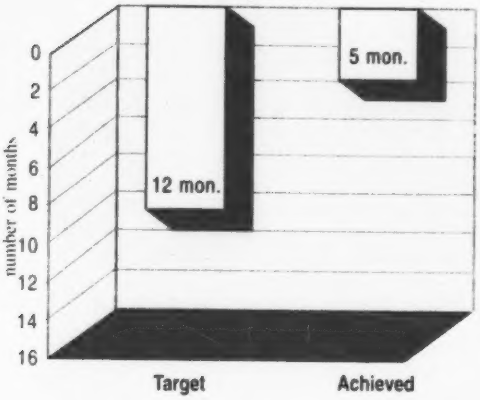
(c) Private Committee reviews will be completed in a timely manner.

Performance Measure and Target

(i) Median duration from date of receipt to completion of review. *Target - 12 months*

The PGT monitors the activities of Private Committees appointed by the Supreme Court under the *Patients Property Act* to manage the affairs of adults who are unable to make their own financial, legal and/or personal and health care decisions. One of the main functions the PGT does to monitor the activities of Private Committees, is to review and, if appropriate, pass the accounts of funds administered by Private Committees. Timeliness of this activity is important as Private Committees administer over $700 million of their clients' assets. Funds could be misused if action is not taken by the PGT in a timely manner.

✓ Target Met



GOAL #4 — THE PGT WILL TAKE A LEADERSHIP ROLE IN PUBLIC AND SOCIAL POLICY ISSUES AFFECTING OUR CLIENTS

Child & Youth Services

Objective

(a) An enhanced method of protecting children's interests in class proceedings will be defined.

Performance Measure and Target

(i) Identification of improved mechanisms for notification procedures and settlement implementation by March 31, 2002.

Since the coming into force of the *Class Proceedings Act* in 1996, both the Supreme Court of British Columbia and the PGT have considered various ways to protect the rights of persons under a legal disability (children or adults with a mental disability) in the context of class proceedings. Certain rules and responsibilities have provided the court and the PGT with a foundation for intervening to ensure the rights of persons under a legal disability are not overlooked in class proceedings. In 2001/2002, the PGT prepared a report examining four class action proceedings and two representative actions to identify issues requiring further exploration and analysis and to make recommendations for changes to the *Class Proceedings Act* to better protect the rights of persons under a legal disability. The report was forwarded during the year to the Attorney General and will be considered as part of the current Civil Liability Review being carried out by the Attorney General.

✓ Target Met

Report Completed and delivered to the Attorney General

GOAL #4 — THE PGT WILL TAKE A LEADERSHIP ROLE IN PUBLIC AND SOCIAL POLICY ISSUES AFFECTING OUR CLIENTS

Services to Adults

Objective

(b) The PGT will assist communities to develop a set of protocols to reflect requirements of Part 3 of the *Adult Guardianship Act.*

Performance Measure and Target

(i) Percentage of CRNs that have developed community protocols or other mechanisms to assist adults to receive needed support and assistance. *Target - 50%*

✓ Substantially Met Target

Agency protocols developed for more than 50% of communities by designated agencies and the RCMP. More than 50% of CRNs reported partial completion of interagency protocol development.

Community Response Networks (CRNs) are community based networks that have been developed with the assistance of the PGT to coordinate local responses to adult abuse, neglect and self-neglect, an important public social policy issue. They are established under section 61 of the *Adult Guardianship Act* and their members include health authorities, the Ministry of Children and Family Development - Community Living Services (all designated agencies under Part 3 of the *Adult Guardianship Act*) and the municipal police and the RCMP. CRNs also include concerned community volunteers, service clubs, financial institutions, local businesses, as well as many other individuals, organizations and programs. Seventy networks have been developed. Those agencies with the largest roles in relation to the Act and therefore those for whom it is most important to have protocols that reflect the requirements of the Act, are designated agencies and police. Protocols were defined as having three levels - agency, inter-agency and community. 50% of communities were required to have levels one and two, agency and inter-agency protocols, for the 2001/2002 year. Level one (or agency) protocols refer to protocols describing the agency's role and how it will be implemented to assist individuals in situations of abuse or neglect. Two types of designated agencies have developed these level one agency protocols to the following extent: 1) health authorities have agency protocols for 37 communities; and, 2) the Ministry of Children and Family Development - Community Living Services has a provincial policy for every community in BC. The RCMP has also issued a provincial agency policy for every community in BC served by the RCMP. Level two (or interagency) protocols, clarify the roles and relationships between two agencies when offering support to abused or neglected adults. Administrative representatives from 36 CRNs reported that level two interagency protocol development was underway.

GOAL #5 — BETTER CLIENT SERVICES WILL BE PROVIDED THROUGH IMPROVED ORGANIZATIONAL CAPACITY

Organization-Wide Services

Objective

(a) Cultural and linguistic accessibility of PGT services will be increased.

Performance Measure and Target

(i) The language choice and alternative format choices for our clients identified by March 31, 2002.

✓ Substantially Met Target

Priority languages and alternative formats identified

The PGT believes client service can be improved by improving cultural and linguistic accessibility to PGT services. Continuing to develop the organization's capacity to do this is important. Language choices (French, Cantonese, Mandarin, Punjabi, Spanish and German) and alternative formats (plain language, audio tapes and large print) were selected as meeting the needs of most of the more than 23,000 PGT clients. This was largely based on the practice of other service organizations.

GOAL #5 — BETTER CLIENT SERVICES WILL BE PROVIDED THROUGH IMPROVED ORGANIZATIONAL CAPACITY

Organization-Wide Services

Objective

(a) Cultural and linguistic accessibility of PGT services will be increased.

Performance Measure and Target

(ii) Priority public education documents for translation and alternative formats identified and a communications plan developed by March 31, 2002.

✓ Target Met

Priority documents identified and communication action plan developed

The PGT is committed to increasing the cultural and linguistic accessibility of its services. The PGT provides public information through various print documents and information posted on its website and recognizes that offering print documents and information in languages other than English and in alternative formats improves the accessibility of information to the public. Top priority public education documents for translation were identified in 2001/2002 and draft translations of 8 documents have been completed in a number of languages. Alternative formats have been identified for print and web-based materials. A communications action plan has been developed. The next stage in 2002/2003 is to publish the translated priority public education documents and alternative formats.

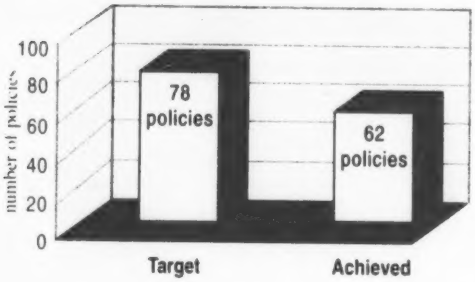
Objective

(b) Client services will be delivered in accordance with established standards and policies.

Performance Measure and Target

(i) High priority policies developed by March 31, 2002.

✓ Substantially Met Target



PGT policy development and implementation contributes to efficient and quality client service. The PGT is implementing a multi-year initiative to enact written policies and procedures for all services. Client service is improved when front line staff making many case and/or trust management types of decisions on a daily basis, are supported through policy. Policy guidelines provide maximum delegation and assistance in making those decisions, yet still provide the appropriate degree of discretion for individualized client service. 62/78 or 80% of the high priority policies were completed in 2001/2002. In addition, a total of 7 other policies were completed.

GOAL #4 — THE PGT WILL TAKE A LEADERSHIP ROLE IN PUBLIC AND SOCIAL POLICY ISSUES AFFECTING OUR CLIENTS

Services to Adults

Objective

(b) The PGT will assist communities to develop a set of protocols to reflect requirements of Part 3 of the *Adult Guardianship Act.*

Performance Measure and Target

(i) Percentage of CRNs that have developed community protocols or other mechanisms to assist adults to receive needed support and assistance. *Target - 50%*

✓ Substantially Met Target

Agency protocols developed for more than 50% of communities by designated agencies and the RCMP. More than 50% of CRNs reported partial completion of interagency protocol development.

Community Response Networks (CRNs) are community based networks that have been developed with the assistance of the PGT to coordinate local responses to adult abuse, neglect and self-neglect, an important public social policy issue. They are established under section 61 of the *Adult Guardianship Act* and their members include health authorities, the Ministry of Children and Family Development - Community Living Services (all designated agencies under Part 3 of the *Adult Guardianship Act*) and the municipal police and the RCMP. CRNs also include concerned community volunteers, service clubs, financial institutions, local businesses, as well as many other individuals, organizations and programs. Seventy networks have been developed. Those agencies with the largest roles in relation to the Act and therefore those for whom it is most important to have protocols that reflect the requirements of the Act, are designated agencies and police. Protocols were defined as having three levels - agency, inter-agency and community. 50% of communities were required to have levels one and two, agency and inter-agency protocols, for the 2001/2002 year. Level one (or agency) protocols refer to protocols describing the agency's role and how it will be implemented to assist individuals in situations of abuse or neglect. Two types of designated agencies have developed these level one agency protocols to the following extent: 1) health authorities have agency protocols for 37 communities; and, 2) the Ministry of Children and Family Development - Community Living Services has a provincial policy for every community in BC. The RCMP has also issued a provincial agency policy for every community in BC served by the RCMP. Level two (or interagency) protocols, clarify the roles and relationships between two agencies when offering support to abused or neglected adults. Administrative representatives from 36 CRNs reported that level two interagency protocol development was underway.

GOAL #5 — BETTER CLIENT SERVICES WILL BE PROVIDED THROUGH IMPROVED ORGANIZATIONAL CAPACITY

Organization-Wide Services

Objective

(a) Cultural and linguistic accessibility of PGT services will be increased.

Performance Measure and Target

(i) The language choice and alternative format choices for our clients identified by March 31, 2002.

✓ Substantially Met Target

Priority languages and alternative formats identified

The PGT believes client service can be improved by improving cultural and linguistic accessibility to PGT services. Continuing to develop the organization's capacity to do this is important. Language choices (French, Cantonese, Mandarin, Punjabi, Spanish and German) and alternative formats (plain language, audio tapes and large print) were selected as meeting the needs of most of the more than 23,000 PGT clients. This was largely based on the practice of other service organizations.

GOAL #5 — BETTER CLIENT SERVICES WILL BE PROVIDED THROUGH IMPROVED ORGANIZATIONAL CAPACITY

Organization-Wide Services

Objective

(a) Cultural and linguistic accessibility of PGT services will be increased.

Performance Measure and Target

(ii) Priority public education documents for translation and alternative formats identified and a communications plan developed by March 31, 2002.

✓ Target Met

Priority documents identified and communication action plan developed

The PGT is committed to increasing the cultural and linguistic accessibility of its services. The PGT provides public information through various print documents and information posted on its website and recognizes that offering print documents and information in languages other than English and in alternative formats improves the accessibility of information to the public. Top priority public education documents for translation were identified in 2001/2002 and draft translations of 8 documents have been completed in a number of languages. Alternative formats have been identified for print and web-based materials. A communications action plan has been developed. The next stage in 2002/2003 is to publish the translated priority public education documents and alternative formats.

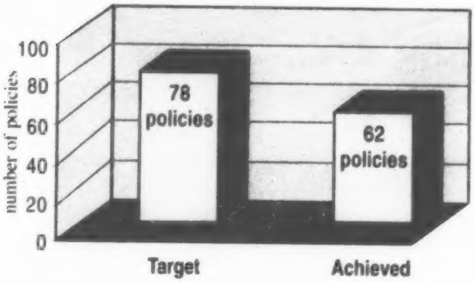
Objective

(b) Client services will be delivered in accordance with established standards and policies.

Performance Measure and Target

(i) High priority policies developed by March 31, 2002.

✓ Substantially Met Target



PGT policy development and implementation contributes to efficient and quality client service. The PGT is implementing a multi-year initiative to enact written policies and procedures for all services. Client service is improved when front line staff making many case and/or trust management types of decisions on a daily basis, are supported through policy. Policy guidelines provide maximum delegation and assistance in making those decisions, yet still provide the appropriate degree of discretion for individualized client service. 62/78 or 80% of the high priority policies were completed in 2001/2002. In addition, a total of 7 other policies were completed.

GOAL #6 — PGT PROGRAM INDEPENDENCE WILL BE SUPPORTED THROUGH ENHANCED ADMINISTRATIVE INDEPENDENCE AND DIVERSIFICATION OF REVENUE SOURCES

Organization-Wide Services

Objective

(a) The PGT's fiscal relationship to the government will facilitate the development of an entrepreneurial culture.

✓ Target Met

Report completed and delivered to the Attorney General

Performance Measure and Target

(i) Review of fiscal and administrative relationship to government by March 31, 2002.

Program independence is fundamental to the PGT's ability to meet its mandate. The PGT is accountable to clients and has a fiduciary responsibility toward clients for performing a variety of services. The PGT is exploring a different model of administrative and fiscal relationship with the provincial government to allow for greater operating efficiency and flexibility in meeting its mandate. A report on the subject, developed by external consultants, was delivered to the Attorney General during the year.

GOAL #7 — THE PGT WILL MAINTAIN A WORK ENVIRONMENT THAT ATTRACTS, DEVELOPS AND EMPOWERS STAFF TO DELIVER QUALITY SERVICE TO CLIENTS.

Organization-Wide Services

Objective

(a) High quality programs for staff orientation and training will be developed.

✓ Target Met

New policy orientation developed and implemented

Performance Measure and Target

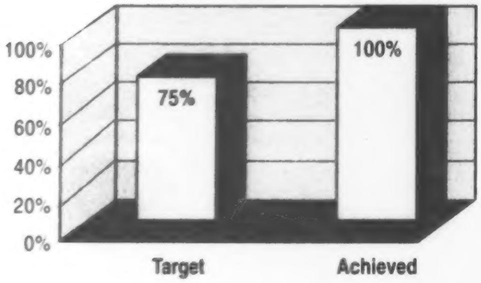
(i) Policies and procedures prepared for orientation by March 31, 2002.

It is critical to client services that the PGT maintain a work environment that attracts, develops and empowers staff to deliver quality service to clients. One of the activities towards accomplishing this is to ensure that each staff member receives a comprehensive orientation program. The development of policies and procedures to support this is a key element in achieving this objective. In 2001/2002 an orientation program and supporting policies and procedures were completely revised.

Performance Measure and Target

(ii) Percentage of new staff receiving a timely (within 60 days of commencing employment) and relevant orientation. *Target - 75%*

✓ Target Met



The provision of an orientation program and the implementation of orientation policies and procedures contribute to the assurance that staff will be able to provide quality client services. During the second half of the year, the orientation program, policies and procedures developed in 2001/2002 were applied to new staff. 100% of new staff received a timely (within 60 days of commencing employment) and relevant orientation.

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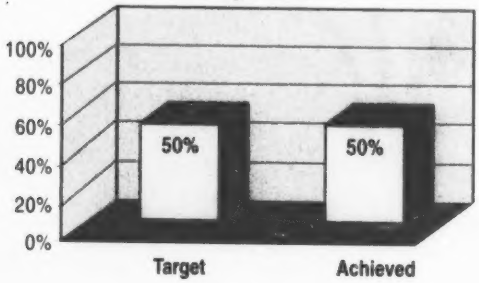


✓ Target Met

Performance Measure and Target

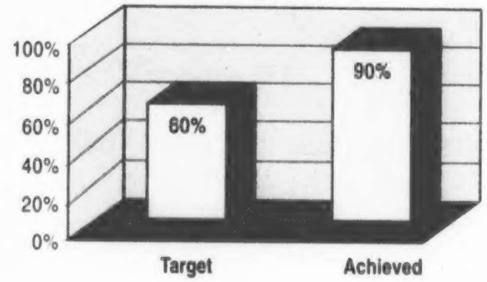
(iii) Median number of training days per staff per year.
Target - 3 days

The number of training days per staff per year is another indicator contributing to quality client service. Staff work in a dynamic, complex and high volume workload environment. It is essential that they be provided with current and relevant training to assist them in delivering comprehensive and appropriate service to clients. In 2001/2002, the target of a median 21 hours was achieved.

Performance Measure and Target

(iv) Percentage of staff who believe that they have the necessary training to do their current work well.
Target - 60%

✓ — Target Met



Staff need to feel confident that they have the knowledge and skills to do their work and that the PGT will provide them with appropriate training to be able to carry out their roles effectively. This is an important contributing factor in the delivery of quality client service. In response to a staff questionnaire, 28/31 or 90% of staff that responded to the questionnaire, indicated they believe they have the necessary training to do their current work well. It is recognized that the survey response rate was somewhat low[5].

---

[5] The survey resulted in a response rate of 15%. The questionnaires themselves were sent out via e-mail and respondents were invited to reply either via e-mail to one person, or by interoffice mail to one person where anonymity could be assured. The survey will be repeated in 2002/2003.

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✓ Target Met

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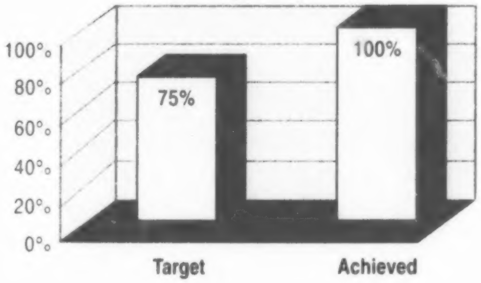

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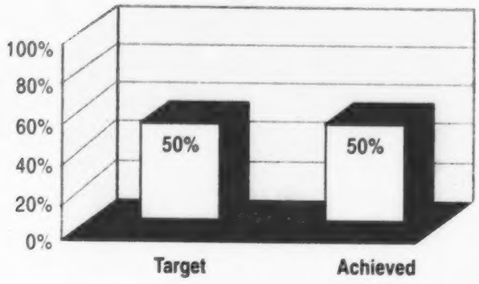

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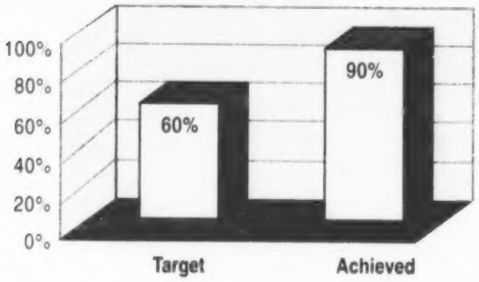

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G LINKING RESOURCES TO PERFORMANCE

1. Revenue Sources and Variances

(a) Revenue Sources

Revenue is comprised of commissions, fees and recoveries paid by estate and trust clients of the PGT for services rendered, monitoring fees received from other clients and funding from the Province of British Columbia.

Fees and commissions are charged in accordance with the *Public Guardian and Trustee Fees Regulation.*

(b) Revenue Variances [unaudited]

Rounding differences may be present.
Brackets in variance column indicate revenues in excess of budget.

	Budget (in 000's)	**Actual (in 000's)**	**Variance (in 000's)**	**Note**
Self-generated funding:				
• Commissions	$7,633	$7,942	($309)	1
• Asset management	2,226	2,222	4	
• Estate admin file opening	148	131	17	
• Fees including Private Committee, infant settlement, applications to court, etc.	811	837	(26)	
• Cost recoveries	100	252	(152)	2
Voted funding:				
• Funding from Province	8,180	9,218	(1,038)	3
Total Revenues	**$19,098**	**$20,602**	**($1,504)**	

(c) Explanatory notes on revenue variances

1. The positive variance in commissions resulted from projects to review and collect outstanding receivables on certain trust accounts. This arose after the budget planning and was therefore not included in the budget projection of revenue.
2. The positive variance in cost recoveries is due to actions on the part of the operational divisions to collect amounts receivable from clients.
3. Funding from the province includes two amounts unanticipated in the budget: $1 million from contingency funds made available to the Ministry of Attorney General at fiscal year end and $38 thousand from PSERC to fund the portion of the accrued employee leave liability for fiscal 2002.

2. Expenditures and Expenditure Variances

(a) Expenditure Variances [unaudited]

Rounding differences may be present.
Brackets in variance column indicate expenditures in excess of budget.

	Budget (in 000's)	Actual (in 000's)	Variance (in 000's)	Note
Salaries & Benefits	$12,186	$11,715	$471	1
Operating Costs:				
• Professional contracts	1,914	1,731	183	2
• Building rental	1,427	1,305	122	3
• Computer related	637	562	75	4
• Other	1,277	1,350	(73)	5
• Contributions	400	232	168	6
• Expenses/Recoveries	(49)	(111)	62	7
Total Expenditures	**$17,792**	**$16,784**	**$1,008**	

The financial statements of the PGT are prepared using Canadian generally accepted accounting principles. This means that there can be differences arising in reported amounts between the PGT statements and the Public Accounts of BC that are prepared using generally accepted accounting principles for senior governments. This is identified in Note 13(a) of the PGT's Operating Account financial statements.

The difference in reporting methods on the expenditure analysis means that expenditures appearing on the PGT audited statements in one fiscal year may appear in the Public Accounts in the subsequent year. The spending authority for the Special Account is set and evaluated in relation to Public Account amounts. Accordingly, any adjustments must be accommodated within the PGT spending authority in the subsequent year as well.

As an example, although the adjustment for the Guardian system write-off was included in the PGT's financial statements for fiscal 2001, the write-off transaction occurred in the records of the Province in fiscal 2002. As this transaction exceeded the PGT's spending authority in 2002, certain actions to minimize expenditures, maximize savings and access contingency funding had to be taken to apply against the cost of the write-off included in the Province's statements in 2002.

(b) Explanatory notes on expenditure variances

1. The PGT budgets salaries based on the assumption of 100% staffing. Salary savings arising from vacancies are used to fund temporary staff services coverage, for special projects and to apply against cost pressures that may arise in other spending categories. In past years, savings have averaged approximately 3%. The rate of 3.87% for fiscal 2002 is within this range.

2. Overall savings in the category totalled $183 thousand. Audit fee estimated accrual versus actual payment resulted in a positive variance. As well, a lower than projected number of medical assessments was required resulting in savings of $35 thousand. Other contract adjustments netted savings of $33 thousand.

3. Building rental budget included an amount of $122 thousand for a regionalization project that was not required.

4. Savings of $75 thousand accrued from reduced need for system maintenance in the amount of $31 thousand; lowered telecommunications charges of $24 thousand and other net changes in information systems operating expenses of $20 thousand.

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5. The over expenditure of $72 thousand in the "Other" category is a net combination of variances. The loss on asset disposal due to the fiscal 2002 portion of the Guardian system write-off caused a shortfall of $417 thousand; the cancellation of the Guardian system project reduced amortization requirements by $334 thousand; and there were $10 thousand in other miscellaneous savings.

6. Contributions were reduced by $168 thousand to assist in meeting spending pressures.

7. The savings of $62 thousand in this category are the net of two items. Higher than budgeted legal recoveries were made due to the finalization of several cases resulting in additional savings of $89 thousand. Additional expenses for interest adjustment to certain client accounts resulted in over spending by $27 thousand in the general expenses category.

3. Allocation of Revenues and Expenditures by Program – Budget (unaudited)

Fiscal year ended March 31, 2002

	Trust and Estate Services				*Public Services*			
	Services to Adults	Estate Administration	Child & Youth	**Subtotal**	Services to Adults	Child & Youth	**Subtotal**	**Totals**
Revenues:								
Self generated funding:								
Commissions	$4,676,676	$1,454,574	$1,501,806	**$7,633,056**	$0	$0	**$0**	**$7,633,056**
Asset Management	1,155,630	449,298	621,147	**2,226,075**	0	0	**0**	**2,226,075**
Estate Admin File Opening	0	147,500	0	**147,500**	0	0	**0**	**147,500**
Private Committee Fees	0	0	0	**0**	200,000	0	**200,000**	**200,000**
Infant Settlements	0	0	0	**0**	0	336,000	**336,000**	**336,000**
Applications to Court	0	0	0	**0**	0	275,000	**275,000**	**275,000**
Cost Recoveries	49,000	47,000	4,000	**100,000**	0	0	**0**	**100,000**
	5,881,306	2,098,372	2,126,953	**10,106,631**	200,000	611,000	**811,000**	**10,917,631**
Funding from other sources:								
Voted funding								**8,180,000**
Total Revenues	5,881,306	2,098,372	2,126,953	**10,106,631**	200,000	611,000	**811,000**	**19,097,631**
Expenditures:								
Salaries & Benefits	4,360,137	2,427,395	1,800,317	**8,587,850**	2,619,403	979,174	**3,598,577**	**12,186,427**
Operating Costs								
Professional contracts	554,924	297,452	34,066	**886,442**	793,168	235,185	**1,028,353**	
Building rental	514,543	288,144	212,678	**1,015,365**	329,308	82,327	**411,635**	
Computer related	264,486	110,694	163,163	**538,343**	83,084	16,282	**99,366**	
Other	470,372	213,100	258,560	**942,032**	291,124	43,513	**334,637**	
Operating Costs Totals	1,804,325	909,391	668,467	**3,382,182**	1,496,683	377,307	**1,873,991**	**5,256,173**
Contributions	0	0	0	**0**	400,000	0	**400,000**	**400,000**
Expenses/Recoveries	(143,709)	125,818	(45,629)	**(63,520)**	5,960	8,960	**14,920**	**(48,600)**
Total Expenditures	6,020,754	3,462,604	2,423,154	**11,906,512**	4,522,046	1,365,442	**5,887,488**	**17,794,000**
	$(139,448)	$(1,364,232)	$(296,201)	**$(1,799,881)**	$(4,322,046)	$(754,442)	**$(5,076,488)**	
Excess of Revenues over Expenditures								**$1,303,631**

(Please note that differences may exist due to rounding.)

3. Allocation of Revenues and Expenditures by Program – Budget (unaudited)

Fiscal year ended March 31, 2002

	Trust and Estate Services				*Public Services*			
	Services to Adults	Estate Administration	Child & Youth	**Subtotal**	Services to Adults	Child & Youth	**Subtotal**	**Totals**
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Excess of Revenues over Expenditures								**$1,303,631**

(Please note that differences may exist due to rounding.)

4. Allocation of Revenues and Expenditures by Program – Actual (unaudited)

Fiscal year ended March 31, 2002

	Trust and Estate Services				*Public Services*			
	Services to Adults	Estate Administration	Child & Youth	**Subtotal**	Services to Adults	Child & Youth	**Subtotal**	**Totals**
Revenues:								
Self generated funding:								
Commissions	$4,549,780	$1,576,973	$1,814,768	**$7,941,521**	$0	$0	**$0**	**$7,941,521**
Asset Management	1,071,238	441,941	708,897	**2,222,076**	0	0	**0**	**2,222,076**
Estate Admin File Opening	0	130,663	0	**130,663**	0	0	**0**	**130,663**
Private Committee/Review Fees	0	0	0	**0**	207,085	0	**207,085**	**207,085**
Infant Settlements/Limitations	0	0	0	**0**	0	414,644	**414,644**	**414,644**
Applications to Court	0	7,657	0	**7,657**	0	207,658	**207,658**	**215,315**
Cost Recoveries and Other	95,080	149,189	7,770	**252,039**	0	0	**0**	**252,039**
	5,716,098	2,306,423	2,531,435	**10,553,956**	207,085	622,302	**829,386**	**11,383,343**
Funding from other sources:								
Voted funding								**9,219,316**
Total Revenues	5,716,098	2,306,423	2,531,435	**10,553,956**	207,085	622,302	**829,386**	**20,601,659**
Expenditures:								
Salaries & Benefits	4,229,754	2,255,747	1,726,304	**8,211,805**	2,416,383	1,086,427	**3,502,810**	**11,714,616**
Operating Costs								
Professional contracts	563,823	246,020	43,719	**853,562**	645,838	230,881	**876,718**	
Building rental	470,183	259,838	197,972	**927,992**	296,958	80,426	**377,384**	
Computer related	232,180	89,403	149,269	**470,851**	76,456	14,927	**91,383**	
Other	481,566	216,975	283,659	**982,200**	316,635	51,630	**368,265**	
Operating Costs Totals	1,747,752	812,236	674,618	**3,234,606**	1,335,886	377,863	**1,713,750**	**4,948,356**
Contributions	0	0	0	**0**	231,500	0	**231,500**	**231,500**
Expenses/Recoveries	(245,204)	157,719	(41,226)	**(128,712)**	7,507	9,811	**17,317**	**(111,394)**
Total Expenditures	5,732,302	3,225,702	2,359,696	**11,317,699**	3,991,276	1,474,101	**5,465,377**	**16,783,077**
	$(16,203)	$(919,279)	$171,739	**$(763,743)**	$(3,874,192)	$(851,799)	**$(4,635,991)**	
Excess of Revenues over Expenditures								**$3,818,582**

(Please note that differences may exist due to rounding.)

5. Summary of Cost Allocations

The following table summarizes the cost allocation methodology used by the PGT. This methodology has been used for several years so that consistency in reporting allocations can be attained.

Budget and actual financial information shown by service area was prepared using this allocation method in the two tables titled "Allocation of Revenues and Expenditures by Program" for the fiscal year ended March 31, 2002.

The five service areas are as follows:

- Services to Adults - trust and estate services
- Estate Administration - trust and estate services
- Child and Youth Services - trust and estate services
- Services to Adults - public services
- Child and Youth Services - public services

Public services include the statutory duty of the PGT to investigate, monitor and review. This includes the review of Private Committee accounts; the review of child litigation settlements; the review of notices under section 112 of the *Estate Administration Act* (performed by Services to Adults Division and Child and Youth Services Division) and other quasi-judicial reviews. Public services also include many of the services within the Assessment and Investigation section of the Services to Adults Division and most work related to adult guardianship including health care consent.

Item	**Allocation Method**
Salaries and Benefits	
	• Line staff charged directly to service area. • Client Financial Services charged on basis of financial transactions by service area. • Administration charged on basis of staffing per service area. • Executive Office, Planning, Policy and Communications and Legal Services management charged equally to all [20% to each service area]
Operating Cost	
Professional contracts	• Contracts directly associated with service areas are charged as such. • Property management by properties managed. • Adult Guardianship and health care consent contracts charged 100% to public services. • Executive Office, Planning, Policy and Communications, charged equally to all [20% to each service area]. • Ad hoc legal services charged to each service area based on percentages from prior years' spending. • Medical assessments charged directly to associated service area.
Building rental	• Allocated based on staffing. • Client financial services and systems are allocated to service areas on the basis of transactions generated. • Human Resources, Budgets, Administration are allocated to service areas on the basis of staffing numbers. • Executive Office, Planning, Policy and Communications and Legal Services management are allocated equally [20% to each service area].
Computer related	• Charges directly associated with service areas are charged as such. This would include such items as pagers and cell phones assigned to particular divisions. • Data operations, system consulting, data communications, software and hardware maintenance costs are allocated based on transactions. • Telephone and related charges are allocated based on staffing.

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Operating Cost (cont'd)

Other

Advisory Board and Investment Advisory Committee	• Charged equally to all [20% to each service area].
Travel	• Same allocation as salaries and benefits.
Office and Business Expenses	• Charges directly associated with service areas are charged as such. This would primarily include printing and business expenses incurred directly by the service area. • The remaining budget is allocated 50% based on staffing and 50% based on transactions generated.
Statutory Publications	• Charged equally to all [20% to each service area].
Utilities, materials & supplies	• Fidelity bond is allocated based on staffing. • Other charges relate primarily to Field Services and Warehouse operations and are currently at 59% Adults and 41% Estates based on workload estimates.
Amortization expense	• Majority of budget is allocated 50% on staffing and 50% on transactions generated.

Contributions

- Allocated 100% to Public Services.

Expenses/Recoveries

- Majority of amounts pertain to service delivery areas and are directly allocated as such using actual averages from prior years' results.

M121

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H PLANNING FOR 2002/2003

After a year of experience tracking and reporting organizational performance, several valuable lessons in improving performance measures have been learned and these have been applied to the 2002/2003 Service Delivery Plan.

1. Addressing Measures that Provide Insufficient Data

In a few instances, performance measures that were chosen for the 2001/2002 year did not always reflect the best way to measure whether or not an objective was achieved. In some cases, this was due to insufficient data. In the case of two performance measures in 2001/2002, results were insufficient to reach a conclusion as to whether the objective had been achieved. For the 2002/2003 year, both of these cases have been corrected:

2001/2002 Measure	Changes for 2002/2003
Percentage of requests by Designated Agencies for an assessment of incapability under Part 3 of the *Adult Guardianship Act* where the PGT authorized the assessment within 5 working days of request by Designated Agency. *Target - 75%*	A different and improved performance measure to achieve the same objective has been developed for 2002/2003. It involves tracking the number of times the PGT has, under the asset protection provisions of the *Public Guardian and Trustee Act*, protected the assets of incapable adults in vulnerable situations so that those who are about to take financial advantage over the adults will be unable to do so. Baseline data on this measure has been collected for the last two years.
Percentage of proposed settlements over $50,000 where the court substantially accepts PGT recommendations for improvement. *Target - 85%*	In 2001/2002, there were only 7 cases that went to the court for approval where the PGT was unable to persuade the parties to accept his recommendations for improvement to the settlement. For 2002/2003, in order to broaden the statistical base on which quality is measured, the PGT is asking the Supreme Court Judiciary directly (via a survey) as to their level of satisfaction with PGT infant settlement recommendations for cases over $50,000.

2. Revising Performance Targets

As the PGT did not have baseline data, performance targets in 2001/2002 were approximated. In retrospect, for some measures, targets were set too low. Now that the PGT has the data from the last fiscal year, the performance targets for 2002/2003 have been adjusted to reflect this.

3. Subdividing Measures to Clarify Performance

This year, at least one performance measure was viewed as a whole with separate timeframes for each component. Goal 1, objective (e), performance measure (i) "*Percentage of client receipts processed within 5 business days and bills processed within 15 business days (Target 80%)*". This measure had an overall target of 80% for both receipts and disbursements. This led to an averaging of two separate activities. In 2002/2003 the measure has been divided into two components, each with a separate percentage target, for improved performance measurement.

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FINANCIAL STATEMENTS

MARCH 31, 2002

Public Guardian and Trustee of British Columbia
700 - 808 West Hastings Street, Vancouver, BC Canada V6C 3L3 • Phone: (604) 660-4444 • Fax: (604) 660-0374
www.trustee.bc.ca

FINANCIAL STATEMENTS

March 31, 2002

Management's Statement of Responsibilities for the Financial Statements of the Public Guardian and Trustee of British Columbia

The accompanying financial statements of the Public Guardian and Trustee Operating Account are the responsibility of management. These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. Financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects. When alternative accounting policies exist, management has chosen those it deems most appropriate in the circumstances.

Systems of internal accounting and administrative controls are maintained to provide reasonable assurance that the financial statements are reliable and accurate and that transactions are properly authorized, recorded and executed in accordance with prescribed regulations, and that the corporation's and clients' assets are appropriately accounted for and adequately safeguarded.

The Auditor General of British Columbia provides an independent opinion on the financial statements prepared by the Public Guardian and Trustee of British Columbia. The duties of the Auditor General in that respect are contained in Section 26 of the *Public Guardian and Trustee Act*.

Jay Chalke
Public Guardian and Trustee

June 14, 2002

Report of the Auditor General
# of British Columbia

To the Public Guardian and Trustee
of British Columbia,

To the Attorney General,
Province of British Columbia, and

To the Members of the Legislative Assembly of British Columbia:

I have audited the balance sheet of the *Public Guardian and Trustee of British Columbia* Operating Account as at March 31, 2002 and the statement of operations and the statement of cash flows for the year then ended. These financial statements are the responsibility of the Public Guardian and Trustee's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the *Public Guardian and Trustee of British Columbia* Operating Account as at March 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Wayne Strelioff

Victoria, British Columbia
June 14, 2002

Wayne Strelioff, CA
Auditor General

Public Guardian and Trustee of British Columbia

Operating Account

Balance Sheet

As at March 31, 2002

($ in thousands)

	2002	2001
Assets		
Due from the Province of British Columbia (note 4)	$9,917	$5,884
Due from the Ministry of Attorney General	-	1,334
Accounts receivable (note 13 (b))	383	625
Current assets	10,300	7,843
Capital assets (notes 2(b) and 6)	368	437
	$10,668	$8,280
Liabilities		
Accounts payable and accrued liabilities	$438	$693
Accrued employee leave liability (note 5)	588	550
Due to Estates and Trusts administered by the Public Guardian and Trustee	-	1,214
	1,026	2,457
Operating Account Balance	9,642	5,823
	$10,668	$8,280

The accompanying notes are an integral part of these financial statements.

Jay Chalke

Public Guardian and Trustee

June 14, 2002

Public Guardian and Trustee of British Columbia
Operating Account
Statement of Operations
For the Year Ended March 31, 2002
($ in thousands)

	2002	2001
Revenues		
Operating revenues (note 7)	$11,383	$11,078
Interest income on inactive accounts (notes 8 and 13 (b))	-	817
Funding from the Province of British Columbia (notes 5 and 11 (a))	9,218	7,368
	20,601	19,263
Expenses		
Salaries and benefits	11,714	10,563
Amortization	227	408
Building occupancy (note 11 (b))	1,305	1,383
Client expenditures (note 9)	619	678
Computer system support and expenses	339	364
Contributions to communities (note 10)	231	501
Legal services	249	534
Other operating and administrative costs	728	609
Professional services	729	922
Telecommunications	223	214
	16,364	16,176
Excess of Revenues Over Expenses Before Extraordinary Adjustments	4,237	3,087
Extraordinary Adjustments (note 3)	(418)	(1,019)
Excess of Revenues Over Expenses After Extraordinary Adjustments	3,819	2,068
Operating Account Balance, Beginning of Year	5,823	3,755
Operating Account Balance, End of Year	$9,642	$5,823

The accompanying notes are an integral part of these financial statements.

Public Guardian and Trustee of British Columbia

Operating Account

Statement of Cash Flows

For the Year Ended March 31, 2002

($ in thousands)

	2002	2001
Cash Flows From Operating Activities		
Cash Equivalents Generated From		
Operating revenues	$11,546	$11,125
Interest income on inactive accounts (note 8)	80	811
Funding from the Province of British Columbia	10,552	7,368
	22,178	19,304
Cash Equivalents Used For		
Salaries and benefits	11,673	10,532
Operating expenses	4,681	5,090
Due to Estates and Trusts	1,214	28
	17,568	15,650
	4,610	3,654
Cash Equivalents Used for Investing Activities		
Purchase of capital assets	(577)	(1,937)
Increase in Cash Equivalents	4,033	1,717
Cash Equivalents, Beginning of Year	5,884	4,167
Cash Equivalents, End of Year	$9,917	$5,884
Represented By		
Due from the Province of British Columbia	$9,917	$5,884

The accompanying notes are an integral part of these financial statements.

Public Guardian and Trustee of British Columbia
Operating Account
Notes to Financial Statements
For the Year Ended March 31, 2002
($ in thousands)

1. Reporting Entity

The Public Guardian and Trustee Operating Account, established as a Special Account in the general fund of the consolidated revenue fund of the Province of British Columbia, was created by authority of the *Public Trustee Amendment Act, 1989* and was continued under the authority of the *Public Guardian and Trustee Act*. The Operating Account is not liable for taxation, except insofar as the Province of British Columbia is liable. Spending from revenue in excess of budget approved by the Province of British Columbia or from the operating account balance requires Treasury Board approval.

The purpose of the Operating Account is to provide services to clients of the Public Guardian and Trustee. Those clients are adults who are not capable of managing their own affairs, deceased persons' estates who have no other person willing and able to act for them, the estates of missing persons and children in receipt of settlement funds, insurance policy proceeds or money from estates.

Revenue is comprised of commissions, fees and recoveries paid by estate and trust clients of the Public Guardian and Trustee for services rendered, monitoring fees received from other clients and funding from the Province of British Columbia. Expenses include salaries for employees involved in managing and administering estates and trusts and services that cannot be directly attributable to a specific estate or trust or afforded by them.

Separate financial statements are prepared for the Estate and Trust accounts which include $586,080 of net assets under administration.

2. Significant Accounting Policies

(a) Basis of Accounting

Management has prepared these financial statements in accordance with Canadian generally accepted accounting principles.

(b) Capital Assets

Capital assets are amortized on a straight-line basis over their estimated useful lives. Personal computer hardware and software are amortized over three years. All remaining assets are amortized over five years. No salvage value is assumed.

(c) Statement of Operations

Revenues are accounted for on the accrual basis. Certain commissions and fees are recognized as income as approved by co-trustees, beneficiaries, the courts or by regulation, and are recorded either when approved or at the termination of administration.

(d) Employee Benefit Plans

The Public Guardian and Trustee has a defined benefit plan and a defined retirement plan for substantially all of its employees. In addition, the Public Guardian and Trustee has defined health care plans for substantially all employees and retirees.

Effective January 1, 2001, the Public Service Pension Plan's governance changed to a joint trusteeship where management, risks and benefits are shared between the employers and employees.

The Public Guardian and Trustee and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The British Columbia Pension Corporation administers the Plan, including the payment of pension benefits on behalf of employers and employees to whom the Act applies. The Plan is a multi-employer defined benefit plan. The most recent actuarial valuation (March 31, 1999) has determined the Plan is in a surplus position.

Employees are also entitled to specific health care and termination benefits as provided for under collective agreements and terms of employment.

Defined contribution plan accounting is applied to these benefit plans as the Public Guardian and Trustee has insufficient information to apply defined benefit plan accounting. As such, the cost of employee future benefits for these plans is recognized as an expense in the year contributions are paid.

(e) Measurement Uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect reported amounts at the date of the financial statements. Actual results could differ from these estimates.

3. Extraordinary Adjustments

Since 1999, the Public Guardian and Trustee capitalized investment in the development of an estate and trust management system – including development of new software and associated processing and support systems. As a result of an assessment completed in July 2001, the decision was made to stop further development of this system and pursue other business solutions. Development costs of $2,353 that were incurred prior to March 31, 2001 were recorded as an extraordinary expense in that year, net of another extraordinary adjustment. The remaining costs of $418, incurred from April through August 2001 have been expensed in the year ended March 31, 2002.

4. Due from the Province of British Columbia

Revenues and expenses of the Public Guardian and Trustee are processed and recorded through the Province of British Columbia financial systems. The amount due from the Province of British Columbia represents the accumulated excess of revenues over expenses of the Operating Account. The actual cash is part of the consolidated revenue fund of the Province of British Columbia.

5. Accrued Employee Leave Liability

Accumulated liability with respect to vacation and other leave entitlements due to employees is $588 as at March 31, 2002 (2001: $550). In prior years, the Public Guardian and Trustee fully funded this amount by transferring funds to the Province of British Columbia's leave liability account to cover future payments of these entitlements. However, for fiscal 2002, the net increase in the liability of $38 was funded by the Province of British Columbia.

6. Capital Assets

	2002			2001
	Cost	Less: Accumulated amortization	Net book value	Net book value
Mini computer hardware	$125	$37	$88	$113
Mini computer software	439	439	-	-
Personal computer hardware	846	749	97	163
Personal computer software	334	221	113	54
Furniture and equipment	512	442	70	100
Tenant improvements	795	795	-	7
Total capital assets	$3,051	$2,683	$368	$437

7. Operating Revenues

Operating revenues of $10,546 (2001: $10,417) are received for services rendered to clients of the Public Guardian and Trustee in accordance with the *Public Guardian and Trustee Fees Regulation* as provided for under the *Public Guardian and Trustee Act*. The operating revenues also include fees of $837 (2001: $661) received from other than estate and trust clients.

8. Interest Income on Inactive Accounts

Prior to March, 2001, the Public Guardian and Trustee Operating Account earned interest income on the assets of inactive accounts. As a result of legislative changes in March, 2001, the Public Guardian and Trustee Operating Account no longer receives interest income on inactive accounts. The amount of $80 shown on the Statement of Cash Flows represents the reversal of an accrual.

9. Client Expenditures

Client expenditures represent amounts paid for clients' property management, advances to clients and other miscellaneous expenditures made on behalf of clients where the clients do not have the funds to pay or where an administrative decision has been made to pay an amount on behalf of clients. Legal expenditures paid on behalf of clients are included in legal services.

10. Contributions to Communities

Contributions are made to communities and projects that address abuse and neglect related to adult guardianship. The largest contributions are made to communities to facilitate the establishment of Community Response Networks in accordance with Section 61 of the *Adult Guardianship Act*. The purpose of the networks is to develop a coordinated community response to issues of abuse and neglect.

11. Related Party Transactions

The Public Guardian and Trustee is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities occurred in the normal course of operations.

(a) A transfer from the Ministry of Attorney General has been provided for adult guardianship legislation and other expenditures of the Public Guardian and Trustee. The amount received in 2002 was $9,180 (2001: $7,368). Budgeted operating and capital expenditures are approved by the Province of British Columbia.

(b) Office and warehouse facilities are leased by the Ministry of Attorney General through the British Columbia Buildings Corporation. Total lease payments for 2002 were $1,305 (2001: $1,383).

(c) Certain financial and administrative services are provided by the Ministry of Attorney General. The costs of these services are not readily quantifiable, are not charged to the Public Guardian and Trustee Operating Account and are therefore not included in these financial statements.

12. Contingent Liabilities

From time to time, the Public Guardian and Trustee is a defendant in legal actions in carrying out his duties. Under Section 21 of the *Public Guardian and Trustee Act*, monies required to discharge any liability or claim against the Public Guardian and Trustee must be paid out of the consolidated revenue fund of the Province of British Columbia.

13. Comparability of Reported Amounts

(a) The Public Guardian and Trustee Operating Account is included in the Public Accounts of the Province of British Columbia as a Special Account. The Public Accounts are prepared in accordance with Canadian generally accepted accounting principles for senior governments. The financial statements of the Operating Account are prepared in accordance with Canadian generally accepted accounting principles. This means that there will be variances in amounts reported in the Public Accounts when compared to the Public Guardian and Trustee statements due to the different reporting standards. In addition, accruals and adjustments not material to the Public Accounts but material to the Public Guardian and Trustee have been included in these statements.

(b) The financial statements for both the Public Guardian and Trustee Operating Account and the Estates and Trusts Administered by the Public Guardian and Trustee are prepared in accordance with Canadian generally accepted accounting principles. Separate accounting systems and processes are utilized by each of these reporting entities. Although each reporting entity has similar reporting standards, amounts paid or payable between the entities may vary due to timing, collectibility and materiality differences.

Public Guardian and Trustee of British Columbia
700 - 808 West Hastings Street, Vancouver, BC Canada V6C 3L3 • Phone: (604) 660-4444 • Fax: (604) 660-0374
www.trustee.bc.ca

FINANCIAL STATEMENTS

March 31, 2002

Management's Statement of Responsibilities for the Financial Statements of the Public Guardian and Trustee of British Columbia

The accompanying financial statements of the Estates and Trusts Administered by the Public Guardian and Trustee are the responsibility of management. These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. Financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects. When alternative accounting policies exist, management has chosen those it deems most appropriate in the circumstances.

Systems of internal accounting and administrative controls are maintained to provide reasonable assurance that the financial statements are reliable and accurate and that clients' assets are appropriately accounted for and adequately safeguarded.

The Auditor General of British Columbia provides an independent opinion on the financial statements prepared by the Public Guardian and Trustee of British Columbia. The duties of the Auditor General in that respect are contained in Section 26 of the *Public Guardian and Trustee Act*.

Jay Chalke
Public Guardian and Trustee

June 14, 2002

Report of the Auditor General of British Columbia

To the Public Guardian and Trustee
of British Columbia,

To the Attorney General,
Province of British Columbia, and

To the Members of the Legislative Assembly of British Columbia:

I have audited the balance sheet for estates and trusts administered by the *Public Guardian and Trustee of British Columbia* as at March 31, 2002 and the statement of changes to client assets for the year then ended. These financial statements are the responsibility of the Public Guardian and Trustee's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position for estates and trusts administered by the *Public Guardian and Trustee of British Columbia* as at March 31, 2002 and the changes to client assets for the year then ended in accordance with Canadian generally accepted accounting principles.

Wayne Strelioff

Victoria, British Columbia
June 14, 2002

Wayne Strelioff, CA
Auditor General

Public Guardian and Trustee of British Columbia
Estates and Trusts Administered
Balance Sheet
As at March 31, 2002
($ in thousands)

	2002	2001
Assets		
Premium money market fund (note 3)	$361,225	$415,528
Balanced income fund (note 4)	30,374	15,590
Balanced growth fund (note 5)	31,899	-
Other investments and securities (note 6)	87,902	94,873
Other financial assets (note 7)	9,509	17,307
Real property (note 8)	70,845	70,709
Other assets (note 2 (b))	1	1
	$591,755	$614,008
Liabilities		
Accounts payable	$1,977	$4,768
Mortgages and loans payable	2,949	3,040
Payable to the Public Guardian and Trustee Operating Account (note 13)	749	910
Payable to the Province of British Columbia (note 12)	-	15,809
	5,675	24,527
Net Assets Held in Trust	586,080	589,481
	$591,755	$614,008

The accompanying notes are an integral part of these financial statements.

Jay Chalke

Public Guardian and Trustee

June 14, 2002

Public Guardian and Trustee of British Columbia
Estates and Trusts Administered
Statement of Changes to Client Assets
For the Year Ended March 31, 2002
($ in thousands)

	2002							2001
	Premium money market fund	Balanced income fund	Balanced growth fund	Other investments and securities	Other financial assets	Real property	Totals	Totals
Opening Balances, at Fair Value (comparative opening balance at Net Realizable Value)	$415,528	$15,590	$ -	$94,873	$17,307	$70,709	$614,007	$590,292
Sources of Client Assets								
Pensions, benefits and settlements	71,359						71,359	64,280
Investment income	17,899	1,089	1,115	7,052			27,155	34,709
Assets acquired upon appointment				26,120	25,389	28,182	79,691	69,037
	89,258	1,089	1,115	33,172	25,389	28,182	178,205	168,026
Disposition of Client Assets								
Cash distributions to clients and beneficiaries	(64,378)						(64,378)	(59,498)
Payments for client care and maintenance (note 9)	(37,065)						(37,065)	(36,955)
Professional services (note 10)	(7,083)	(196)	(45)	(136)			(7,460)	(6,540)
Taxes paid on behalf of clients	(6,178)						(6,178)	(5,604)
Assets purchased for clients	(2,358)						(2,358)	(1,885)
Commissions and fees paid to the Public Guardian and Trustee Operating Account (note 11)	(11,041)	(113)	(97)				(11,251)	(11,123)
Unclaimed assets transferred to the Province of British Columbia (note 12)	(18,995)						(18,995)	(86)
Interest income on inactive client trust fund accounts paid to the Public Guardian and Trustee Operating Account (note 12)							-	(816)
Assets released to clients, beneficiaries and heirs				(18,858)	(11,656)	(12,477)	(42,991)	(38,073)
	(147,098)	(309)	(142)	(18,994)	(11,656)	(12,477)	(190,676)	(160,580)
Transfer and Reinvestment of Client Assets								
Transfers between investment funds	(45,822)	14,368	31,454				-	-
Proceeds from sale of client assets	53,673						53,673	48,158
Recorded value of assets sold				(19,110)	(21,531)	(12,651)	(53,292)	(46,835)
	7,851	14,368	31,454	(19,110)	(21,531)	(12,651)	381	1,323
Adjustments to Fair Value (note 2(d))	(4,314)	(364)	(528)	(2,039)	-	(2,918)	(10,163)	14,946
Closing Balances, at Fair Value	$361,225	$30,374	$31,899	$87,902	$9,509	$70,845	591,754	614,007
Add: Other Assets							1	1
Total Assets Held in Trust							$591,755	$614,008

The accompanying notes are an integral part of these financial statements.

Public Guardian and Trustee of British Columbia

Estates and Trusts Administered

Notes to Financial Statements

For the Year Ended March 31, 2002

($ in thousands)

1. Reporting Entity

The Public Guardian and Trustee operates under the *Public Guardian and Trustee Act* and other provincial statutes to uphold the legal rights and safeguard the financial interests of adults who are not capable of managing their own affairs, deceased persons' estates who have no other person willing and able to act for them, the estates of missing persons and children in receipt of settlement funds, insurance policy proceeds or money from estates.

These statements reflect the financial position and activity for the estates and trusts administered by the Public Guardian and Trustee. Separate financial statements are prepared for the Public Guardian and Trustee Operating Account which include the financial, administrative and operating expenses of the Public Guardian and Trustee.

2. Significant Accounting Policies

(a) Basis of Accounting

Management has prepared these financial statements in accordance with Canadian generally accepted accounting principles.

(b) Client Asset Valuations

Client assets, excluding other financial assets and other assets, are valued at fair value.

Fair value is defined as "the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act".

The fair value at year end for premium money market fund, balanced income fund, balanced growth fund and other investments and securities is determined from information obtained from investment service providers.

The fair value at year end for real property is based on the most recent British Columbia Assessment Authority property assessment. Where this value is not available or management believes that it does not reflect market value, fair value may be determined from professional appraisals.

The value for other financial assets is determined using the fair value at the date of appointment adjusted for subsequent transactions because there is no practical and cost effective way to update to fair value at year end.

Other assets are valued at a nominal value of $1 because the fair value for these assets is not readily determinable. Other assets include jewelry, collectibles, vehicles and effects.

(c) Measurement Uncertainty

The preparation of financial statements requires management to make estimates and assumptions in determining the reported amounts for assets and liabilities. Management determines the value of client assets from information obtained from external sources it believes to be reliable. The more significant uncertainties occur in determining the value of other financial assets.

(d) Adjustments to Fair Value

The adjustments to fair value for the year ended March 31, 2002 represent unrealized gains and losses on client assets during the year.

The adjustment to fair value for the year ended March 31, 2001 represent unrealized gains and losses on client assets in 2001 and prior years.

(e) Management of Client Funds and Investments

As a fiduciary, the Public Guardian and Trustee is responsible for managing the assets owned by each estate and trust under his authority. The Public Guardian and Trustee must exercise the care, skill, diligence and judgement of a prudent investor for his clients.

Under Section 12 of the *Public Guardian and Trustee Act*, the Public Guardian and Trustee is permitted to create common funds within the trust fund account. The Public Guardian and Trustee has established three common funds called the premium money market fund, the balanced income fund and the balanced growth fund. The premium money market fund holds short and medium term fixed income investments and is used for day to day receipt and disbursement of clients' money. The balanced income fund and the balanced growth fund hold investments which are appropriate for clients with longer term investment horizons.

Under Section 13 (1) of the *Public Guardian and Trustee Act*, the Public Guardian and Trustee is permitted to make separate investments for clients if the money is subject to an express trust or direction for investment or it is, for any other reason, in the best interests of the client to do so. Other investments and securities include separate investment portfolios and registered plans which are established or maintained for clients according to their investment profile.

The premium money market fund and the balanced growth fund are managed by BC Investment Management Corporation, an independently managed Crown corporation. The balanced income fund and other investments are managed by private investment management firms.

3. Premium Money Market Fund

	2002	2001
Cash and short term investments	$233,774	$297,660
Bond investments	127,451	116,654
Receivable from the Public Guardian and Trustee Operating Account	-	1,214
	$361,225	$415,528

Earnings on the premium money market fund are paid as interest each month to client trust fund accounts based on their closing daily balances. The average annual effective yield for the year ended March 31, 2002 was 4.9% (March 31, 2001: 6.0%).

4. Balanced Income Fund

	2002	2001
Cash, short term investments and receivables	$280	$421
Canadian bond and mortgage investments	14,081	8,364
Canadian equities	5,814	3,002
Pooled funds	10,199	3,803
	$30,374	$15,590

The balanced income fund is a unitized pool of investments; units in this fund are valued monthly. The rate of return for the year ended March 31, 2002 was 3.1% (March 31, 2001: 8.1%).

Public Guardian and Trustee of British Columbia

Estates and Trusts Administered

Notes to Financial Statements

For the Year Ended March 31, 2002

($ in thousands)

5. Balanced Growth Fund

	2002	2001
Cash, short term investments and receivables (overdraft)	$(320)	$ -
Pooled funds	32,219	-
	$31,899	$ -

The balanced growth fund is a unitized pool of investments; units in this fund are valued monthly. The fund was established May 31, 2001. The rate of return from inception to March 31, 2002 was 0.4%.

6. Other Investments and Securities

	2002	2001
Investment portfolios	$48,577	$52,109
Registered plans	9,694	6,928
Other investments and securities	29,631	35,836
	$87,902	$94,873

7. Other Financial Assets

Other financial assets include funds in external accounts and amounts receivable.

8. Real Property

Real property includes land, buildings and manufactured homes where the ownership is by way of fee-simple (including strata), leasehold, or right to purchase and the ownership interest is registered. Some real properties are located outside of British Columbia and in foreign countries.

9. Payments for Client Care and Maintenance

Client care and maintenance costs are paid for goods and services purchased for clients and for personal living expenses, including payments to care facilities.

10. Professional Services

Professional services are payments by clients for such services as accounting, legal, investment management, custodial, funeral and property management.

11. Commissions and Fees Paid to the Public Guardian and Trustee Operating Account

Commissions and fees are paid by clients for services provided by the Public Guardian and Trustee in accordance with the *Public Guardian and Trustee Fees Regulation* as provided for under the *Public Guardian and Trustee Act.*

12. Unclaimed Assets Transferred to the Province of British Columbia

Prior to March 2001, inactive accounts were held by the Public Guardian and Trustee for ten years prior to being transferred to the Province of British Columbia, Ministry of Finance. Under Section 27.1 of the *Public Guardian and Trustee Act,* inactive accounts are now transferred at the time they are deemed inactive by the Public Guardian and Trustee. As a result, the Public Guardian and Trustee no longer receives interest income on inactive accounts. Inactive accounts totaling $15,809 were transferred to the Province of British Columbia in April 2001 and subsequent transfers are made quarterly as accounts are deemed inactive.

13. Comparability with Public Guardian and Trustee Operating Account

The financial statements for both the Estates and Trusts administered by the Public Guardian and Trustee and the Public Guardian and Trustee Operating Account are prepared in accordance with Canadian generally accepted accounting principles. Separate accounting systems and processes are utilized by each of these reporting entities. Although each reporting entity has similar reporting standards, amounts paid or payable between the entities may vary due to timing, collectibility and materiality differences.

14. Comparative Figures

Certain 2001 comparative figures have been reclassified to conform to the presentation adopted in the current year.

Kevin Manuel 1968 - 2001

This year, the Public Guardian and Trustee and our clients lost the dedication and service of an outstanding employee, Kevin Manuel. Kevin died tragically in a drowning accident in September, 2001.

Shortly after his death, the Public Guardian and Trustee received notification that Kevin had been awarded the Public Service Special Merit Recognition Award for outstanding service to clients. This was the first time a Public Guardian and Trustee staff member had received this award.

Kevin was extraordinary. He was a bright, happy person who lived life to the fullest. In addition to working as a case manager in our Services to Adults Division, Kevin also volunteered with the Burnaby Fire Department's Emergency Response Team. Despite his busy schedule, Kevin always found time to make everyone feel important and special.

Kevin embodied all that was best in the spirit of the Public Guardian and Trustee's commitment to the people we serve. His consistent positive attitude, compassion and professionalism drew many compliments from clients, their families and community partners. Kevin was well liked by his colleagues and made a point of reaching out to new staff and mentoring others in his quiet way. We will miss him.

Kevin's wife Rae Anne and his mother Florence accepted the Special Merit Recognition Award on Kevin's behalf in December, 2001. A devoted family man, Kevin leaves a young son Mason, three years of age, to continue his legacy.